



St. Johnsbury Town Plan

December 20

2016

St. Johnsbury is a perfect balance of rural community and big-city inspiration. Classic Victorian charm mixes with vibrant contemporary arts and progressive enthusiasm. It's a place where families and friends can experience outdoor adventure and world-class culture. Highways, rivers, and trains connect outstanding architecture with innovation and education.

We are
Community

Table of Contents:

Table of Contents:	2
Preface	5
Vision	5
History:	8
<i>Town Plan Goals</i>	10
2016 Select Board and Planning Commission Members	11
Schedule of Meetings which formed the 2016 Town Plan	11
GOAL 1.0 Maintain and protect St. Johnsbury’s assets so as to enable and sustain economic growth through new business, tourism, and creative endeavors.....	12
1.1 Land Use Policy: Interconnect our open lands and compact villages with established neighborhoods, mixed use districts, recreational areas, and essential services.....	13
1.2 Public Services, Utilities, and Infrastructure Policy: Sustain a safe environment throughout St. Johnsbury.....	14
1.3 Housing, Neighborhoods, and Recreation Policy: Maintain safe housing and recreational facilities within neighborhoods to meet the diverse needs of St. Johnsbury residents.	14
1.4 Education Policy: Provide high quality PK-12 educational services which support anticipated population growth and the developmental needs of all students.....	14
1.5 Economic Development Policy: Invest in business and industry with access to jobs that increase median income of St. Johnsbury households, support diverse employment opportunities, and contribute to the quality of life and well-being of all residents.	14
1.6 Transportation Policy: Maintain safe, efficient, convenient, and environmentally sound transportation alternatives to in-town and intercity jobs, schools, shopping districts, and activities, and enable mass transit alternatives.....	15
1.7 Energy Policy: Increase energy self-sufficiency and decrease dependency on external energy providers by stimulating the development of alternative energy sources for the town and its residents while keeping dark-sky standards in mind.....	15
1.8 Hazard Mitigation and Flood Resiliency Policy: Protect the natural environment and minimize risk to natural habitat, property, and people.....	15
1.9 Preservation and Conservation Policy: Protect the buildings, waterways, wetlands, valleys, hillsides, and historic sites that represent our natural resources, history, heritage, and scenic beauty.	15
1.10 Financial Policy: Sustain service levels across all infrastructure and capital budget actions with established reserves, while stabilizing the real property tax burden of residential and commercial property owners.	16
GOAL 2.0 Position the Town for economic growth: target strong businesses and industry that advance the policies of the town; diversify our workforce; increase our housing stock for young professionals, established retirees, young families, second home owners, and residents requiring supported housing; and increase our tourism market share to 10% of the VT tourism business.....	17
2.1 Land Use Policy: Interconnect our open lands and compact villages with established neighborhoods, mixed use districts, recreational areas, and essential services.....	17
2.2 Public Services, Utilities, and Infrastructure Policy: Sustain a safe environment throughout St. Johnsbury.....	18
2.3 Housing, Neighborhoods, and Recreation Policy: Maintain safe housing and recreational facilities within neighborhoods to meet the diverse needs of St. Johnsbury residents.	18
2.4 Education Policy: Provide high quality PK-12 educational services which support anticipated population growth and the developmental needs of all students.....	19

2.5 Economic Development Policy: Invest in business and industry with access to jobs that increase median income of St. Johnsbury households, support diverse employment opportunities, and contribute to the quality of life and well-being of all residents.	19
2.6 Transportation Policy: Maintain safe, efficient, convenient, and environmentally sound transportation alternatives to in-town and intercity jobs, schools, shopping districts, and activities, and enable mass transit alternatives.....	19
2.7 Energy Policy: Increase energy self-sufficiency and decrease dependency on external energy providers by stimulating the development of alternative energy sources for the town and its residents while keeping dark-sky standards in mind.....	20
2.8 Hazard Mitigation and Flood Resiliency Policy: Protect the natural environment and minimize risk to natural habitat, property, and people.	20
2.9 Preservation and Conservation Policy: Protect the buildings, waterways, wetlands, valleys, hillsides, and historic sites that represent our natural resources, history, heritage, and scenic beauty.	20
2.10 Financial Policy: Sustain service levels across all infrastructure and capital budget actions with established reserves, while stabilizing the real property tax burden of residential and commercial property owners.	20
GOAL 3.0 Execute plans that will transform our standard of health and well-being while supporting town policies and measuring for success and sustainability.....	21
3.1 Land Use Policy: Interconnect our open lands and compact villages with established neighborhoods, mixed use districts, recreational areas, and essential services.	21
3.2 Public Services, Utilities, and Infrastructure Policy: Sustain a safe environment throughout St. Johnsbury.	21
3.3 Housing, Neighborhoods, and Recreation Policy: Maintain safe housing and recreational facilities within neighborhoods to meet the diverse needs of St. Johnsbury residents.	22
3.4 Education Policy: Provide high quality PK-12 educational services which support anticipated population growth and the developmental needs of all students.....	22
3.5 Economic Development Policy: Invest in business and industry with access to jobs that increase median income of St. Johnsbury households, support diverse employment opportunities, and contribute to the quality of life and well-being of all residents.	22
3.6 Transportation Policy: Maintain safe, efficient, convenient, and environmentally sound transportation alternatives to in-town and intercity jobs, schools, shopping districts, and activities, and enable mass transit alternatives.....	22
3.7 Energy Policy: Increase energy self-sufficiency and decrease dependency on external energy providers by stimulating the development of alternative energy sources for the town and its residents while keeping dark-sky standards in mind.....	23
3.8 Hazard Mitigation and Flood Resiliency Policy: Protect the natural environment and minimize risk to natural habitat, property, and people.	23
3.9 Preservation and Conservation Policy: Protect the buildings, waterways, wetlands, valleys, hillsides, and historic sites that represent our natural resources, history, heritage, and scenic beauty.	23
3.10 Financial Policy: Sustain service levels across all infrastructure and capital budget actions with established reserves, while stabilizing the real property tax burden of residential and commercial property owners.	23
Monitoring Short term (1-2 years), Mid-term (3-5 years) and Long-term goals:	23
APPENDIX A: Measures and Statistics.....	24
Vermont’s Quality of Life:	24
Education	25
Health Care.....	27
St. Johnsbury Demographics:.....	28
St. Johnsbury Business Climate:	29

Municipal Parking Inventory	36
Appendix B: Maps.....	41
Recreation:	41
Local Motion safe route on Main Street proposal	42
St. Johnsbury Town Forest Hiking Trails Map	43
Lamoille Valley Rail Trail Map – St. Johnsbury to West Danville, VT	44
Scenic Byways Map	45
St. Johnsbury’s Designated Downtown.....	46
Designated Growth Areas and neighborhoods.....	47
Map showing St. Johnsbury Center and East St. Johnsbury Village.....	49
LAND USE MAPS.....	50
Dams and River Corridors Map	51
Transportation and Utility Map.....	52
Appendix C: Background Information	53
The Community Visit 2015	53
HEALTH, HUMAN SERVICES, AND EDUCATION	56
Appendix D: St. Johnsbury Chamber Goals (Discover St. J.).....	57
Committee Priorities.....	57
Image/Marketing.....	57
Economic Restructuring	58
Design	58
Relationship to Regional Plan.....	58





Preface

Since the 2011 Town Plan, transformation in St. Johnsbury has gained momentum. The turn-of-the-century water and sewer lines have been upgraded, roads and sidewalks improved, studies initiated to provide safer biking and walking through town, a new fire truck purchased, a streetscape designed and completed on Railroad Street and Eastern Avenue, and a bond vote passed to replace the screw pump for the sewage treatment plant. Citizen involvement in committees was energized by the Council on Rural Development Community Visit in 2015, and participation in revitalizing housing and the riverfront corridor have become especially popular.

Vision

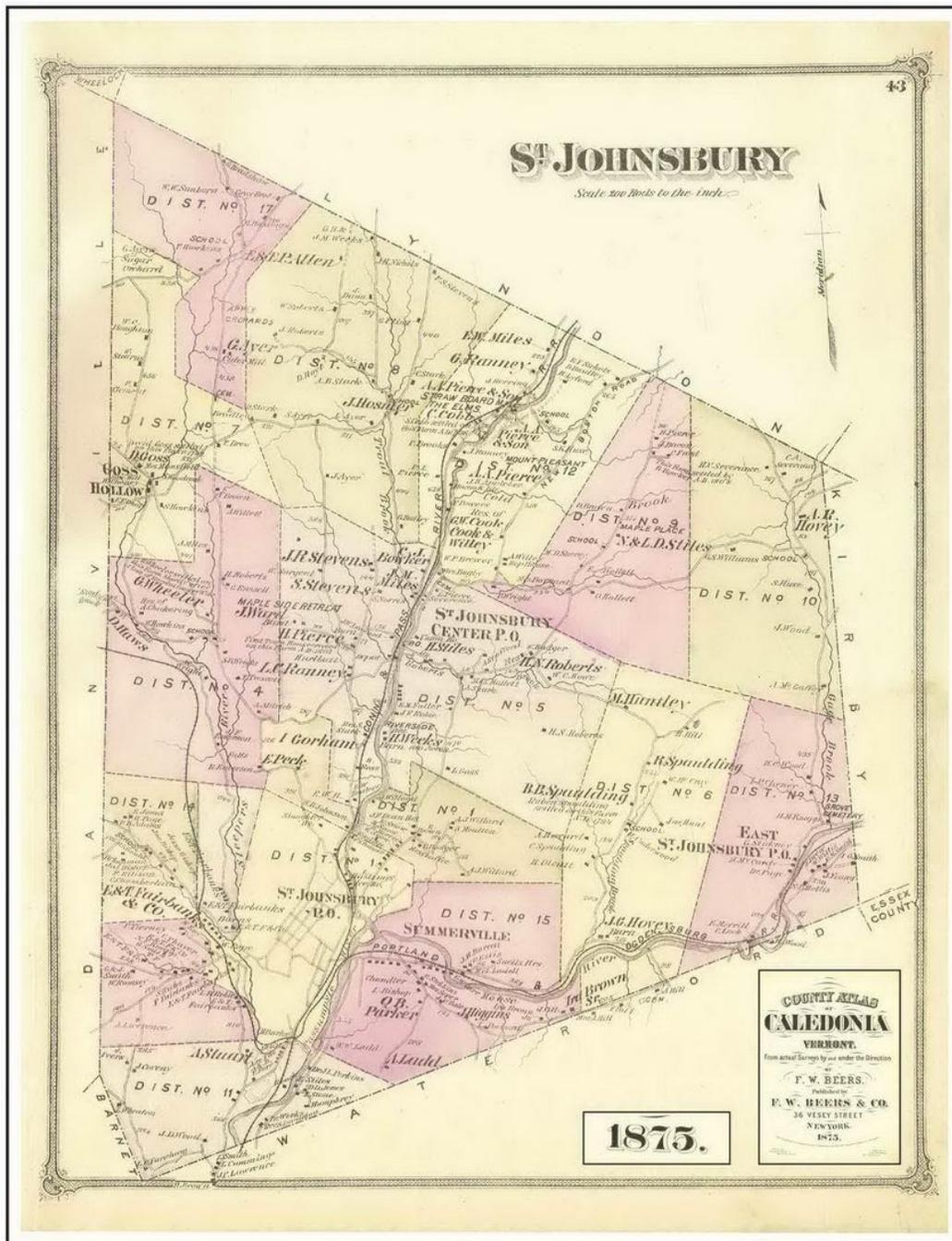
St. Johnsbury has been actively evolving in the last several decades from a primarily nineteenth-century industrial town, to a community of people who honor the town's history of arts and culture, while enjoying local and area recreation. The need to continue this transformation was clearly identified by the community in the 2016 town plan, in the context of strong and healthy neighborhoods full of connection, activity, and commerce. The chart below shows the various priorities described in the previous plans as compared with the current plan. Where the focus in 2011 was improved health and livability, we are now focusing on using those attributes as economic drivers. What we have to offer is special and unique. This plan continues to enhance our assets while celebrating them and sharing them with the broader world.



Goals and Priorities			
	2006	2011	2016
Maintain	<ul style="list-style-type: none"> • What we have 	<ul style="list-style-type: none"> • Main Street and other historic districts • Our arts & culture resources • Our historic buildings • Our health destination status 	<ul style="list-style-type: none"> • Main Street and other historic districts • Our arts & culture resources • Our historic buildings • Our focus on the health and welfare of our residents • Our focus on the top 3 business segments: Travel & Tourism, Creative Economy, Industrial
Evolve	<ul style="list-style-type: none"> • Community recreation with completion of the Three Rivers Bike Path • The town offices and public services building 	<ul style="list-style-type: none"> • The downtown revitalization efforts to recover designated downtown business and diversify the resident population. • Riverfront areas with mixed use development that allows the community to access and enjoy the waterfront • Diversification of Housing stock through incentives that change the ownership/tenant demographic • Focus on water & sewer upgrade plan to include all serviced areas • Our Public Services to effectively support the entire town 	<ul style="list-style-type: none"> • Our housing strategy to include maintenance, demolition, or replacement • Our sidewalk maintenance plan and budget to enhance walkability in all neighborhoods • Our street maintenance strategy to share the road with safe, friendly bicycle use. • The Three Rivers bike trail to include a waterfront path • The gateway roads in town with mixed use in-fill or replacement development that support neighborhood recovery goals

Goals and Priorities			
	2006	2011	2016
Transform	<ul style="list-style-type: none"> • The Downtown that gained designation status in 2003 with a focus on revitalization of businesses • The Bay Street Riverfront with development that complements the planned bike path • Residential and commercial building maintenance by off-setting costs with tax incentives • The Economic Development Business Acquisition model to recognize and target businesses that retain or add \$\$ to the local economy while providing jobs that sustain economic growth 	<ul style="list-style-type: none"> • The community by recovering and re-establishing our once vibrant and interconnected Neighborhoods • Increase our sense of well-being by creating a walkable and bike friendly community • Community recreation by connecting our parks and recreation facilities and infilling with green spaces and pocket parks • Capital budgets by establishing short and long term plans and reserve accounts that fund scheduled maintenance and replacement of town and Enterprise Fund infrastructure: e.g. sidewalks, streets, roads, lighting. • Economic Development to target growth in three priority business segments: Travel & Tourism, Creative Economy, Industrial • The resident demographics by increasing young professionals and families while supporting and engaging our youth and aging population 	<ul style="list-style-type: none"> • The population demographic projections by balancing the age and income demographic • Economic Development with defined goals and measures that direct work to define, promote, develop, and implement priority projects that increase growth from the Travel & Tourism, Creative Economy and Industrial business segments. • The tax burden on residents to allow more discretionary income in each household through additional, sustainable sources of revenue for the town. • The downtown revitalization to include the Main Street fire site, historic buildings, public services, and increased parking capacity. • Senior and Professional housing close to shopping and recreation areas.

History:



St. Johnsbury, settled in 1786, is the largest and most important town in Vermont's Northeast Kingdom, an economic and cultural center and county seat. It lies at the meeting of the Moose, Passumpsic, and Sleepers rivers and at the junction of Interstates 91 and 93 and U.S. Routes 5 and 2. Freight runs on the Canadian Pacific Railway, and the Caledonia County Airport as well as the Northeast Kingdom International Airport is regionally accessible. The town is named for Hector St. Jean de Crevecoeur, an influential supporter of young America. No other town in the world is named St. Johnsbury.

Much of our 19th-century wealth came from Thaddeus Fairbanks' invention of the platform scale, which by the 1860s was being exported as far away as India and China. Fairbanks Scales still maintains a plant in St. Johnsbury. Other wealth came from maple syrup and related products and from lumber and wood products.

For a town of 7,500, approximately the same population as 100 years ago, we are disproportionately rich in educational and cultural institutions. St. Johnsbury Academy, a private school founded in 1842, is our town high school and provides both high-quality college preparation and high-quality vocational training. About one quarter of the students are boarding students who arrive each year from approximately 30 different countries. Year-round live entertainment ranges from a community theater and weekly summer concerts by the town band (founded in 1830) to readings by best-selling authors and performances by world-renowned dancers, actors, visual artists, and musicians.

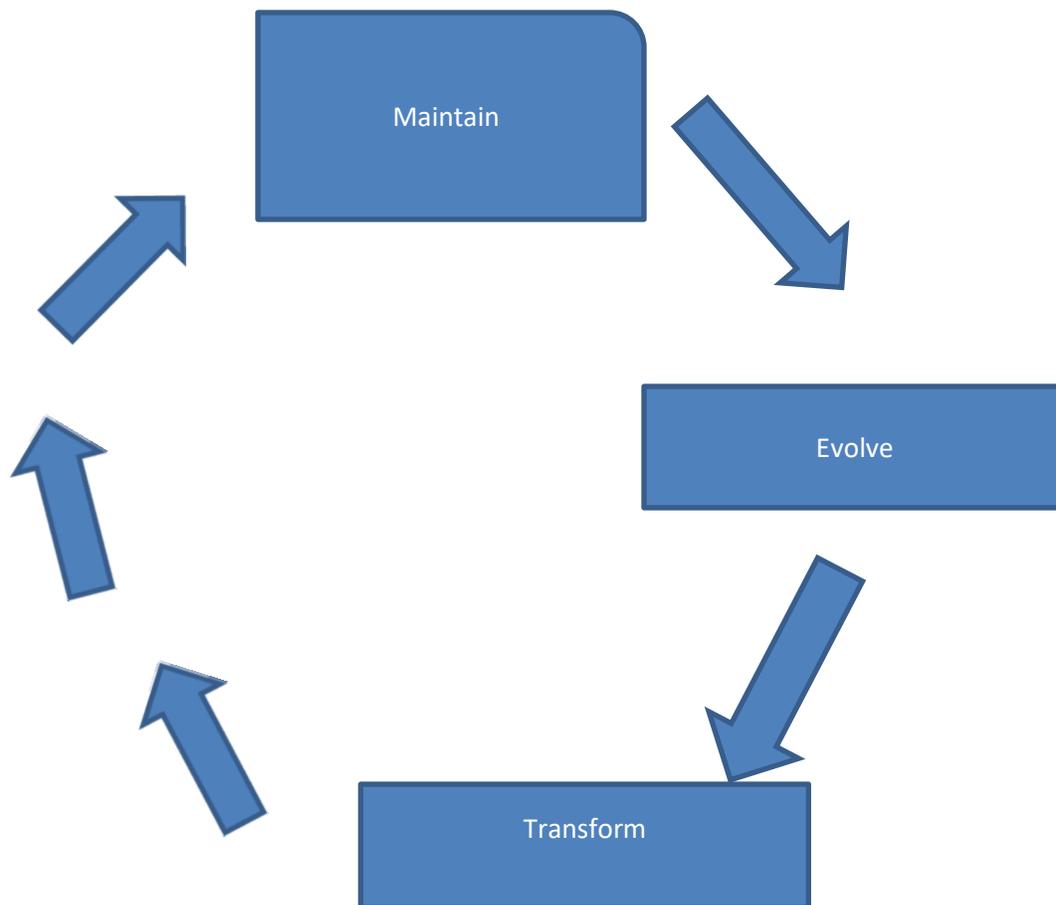
We are surrounded by natural beauty complemented by agriculture. Our farmer's market is thriving. Named the best small town for adventure by National Geographic for our access to a diversity of outdoor recreation — street and off-road cycling, hiking, canoeing and kayaking, mountain biking, skiing — St. Johnsbury attracts tourists and vacationers year round.



"BRANTVIEW," RESIDENCE OF COL. W. P. FAIRBANKS.

Town Plan Goals

This Town Plan, with its policies and initiatives, is organized around three goals: *maintaining* what we have already achieved, *evolving* (preparing to transform) areas of the town that need improvement, and *transforming* aspects of the town where comprehensive changes are needed to support the town goals and policies. While maintaining the work of past transformations, we continue to prepare for the future and do the work of transforming that which will eventually be maintained. This is the ongoing cycle of moving from planning to implementing and sustaining the ongoing accomplishments of the Town that enables us to transform what and who we are, to increase the opportunity for every household to improve its standard of living.



2016 Select Board and Planning Commission Members

Select Board

Jeffrey Moore, Chair
Timothy Angell, Vice Chair
Kevin Oddy
Thomas Moore
Jamie Murphy

Planning Commission

Susan Cherry, Chair
Ben Copans, Vice Chair
Willie Nickerson, Clerk
Jim Brown
Ed Behr
Amy Davis, Esq.
Vacant

Schedule of Meetings which formed the 2016 Town Plan

April 8, 2015 – Community Visit Process – Step 1 (Fairbanks Museum, Grace Methodist Church, North Congregational Church)
May 12, 2015 – Community Visit- Step 2 (St. Johnsbury School)
June 4, 2015 – Community Visit – Step 3 (Resource meeting – Fr. Lively Center)
June 23, 2015 –Town Plan Kick off Public Meeting 6-8 PM (St. Johnsbury Welcome Center)
July 7, 2015 – Hazard Mitigation and Flood Resilience Committee
July 29, 2015 – Community Visit committee chair meeting (NVDA)
August 4, 2015 – Historic and Environmental Conservation Committee
September 1, 2015 – Housing, Neighborhoods, and Recreation Committee
October 6, 2015 – Public Infrastructure (Public Service, Utilities, Transportation) Committee
November 3, 2015 – Health, Human Services, and Education Committee
December 1, 2015 – Energy Efficiency and Sustainability Committee
January 5, 2016 – Economic Development Committee
January 28, 2016 – Community Visit Committee Chair Meeting 12-1 (Town Offices)
February 2, 2016 – Land Use Committee
February 29, 2016 –Town Plan information session preceding the Town Meeting information session (St. Johnsbury Town School)
May 26, 2015 – Public Community Visit follow up information session (St. Johnsbury School)
October 3, 2016 – Planning Commission Open House Information and feedback session –Town Plan draft presented
3rd Tuesday of each month, Planning Commission Regular Meetings; Town Plan was on the agenda
Tuesday, December 20, 2016 – 6:00 PM – Planning Commission Public Hearing on Town Plan approval



GOAL 1.0 Maintain and protect St. Johnsbury’s assets so as to enable and sustain economic growth through new business, tourism, and creative endeavors.

Our excellent high school, enriched by the presence of large numbers of foreign boarding students, each year sends students to Ivy League as well as other colleges, and provides skills for a variety of vocations. Our population is educated and motivated, which results in an effective workforce. Our neighborhoods are safe. Our healthcare system, centered on Northeastern Vermont Regional Hospital, is strong. We are in our fifth year of renewing and improving our potable water, sewer, and storm water infrastructure, while meeting Vermont goals for hazard resiliency and energy efficiency.

Our town has many handsome buildings, including fine homes, museums, and a grand Victorian railway station, now home to the town offices and Welcome Center. Our business sector includes manufacturing and distinctive retail shops. Our cultural life centers on four major institutions. The recently expanded Fairbanks Museum (1889) focuses on natural history, with more than 75,000 specimens, plus a planetarium. The St. Johnsbury Athenaeum (1871) houses the town’s library collections, with 35,000 volumes as well as an art gallery (unique because unchanged since its opening) with important paintings of the Hudson River School, including Albert Bierstadt’s “The Domes of Yosemite.” Catamount Arts (1975) presents films, art exhibits, and, in partnership with Kingdom County Productions, performances by nationally and internationally known artists. St. Johnsbury History and Heritage Center (2015) at 421 Summer St. acquires and preserves historic collections and conducts purposeful educational programs that interpret the rich heritage of St. Johnsbury, VT. Residents and visitors also enjoy nearby Burke Mountain, Cannon Mountain, and Jay Peak; they hike, bike, and snowmobile local and regional trails; they swim, boat, and fish our rivers and lakes, and they hunt on local lands.

This section of the town plan describes our policies and initiatives that enable us to return to and maintain our baseline for Community-wide health and well-being by taking care of what we have and keeping this foundation strong in order to build upon it and provide for future growth.



1.1 Land Use Policy: Interconnect our open lands and compact villages with established neighborhoods, mixed use districts, recreational areas, and essential services.

INITIATIVES:

- A. Maintain and protect the natural and historic features of the town landscape
 - 1. Maintain and preserve landmark historic and cultural institutions and locations, including archeologically and naturally sensitive areas.
 - 2. Ensure that alternative and renewable energy generator fields (i.e., solar and wind) are placed so as to maintain and preserve the historic character of the compact village and scenic views of rural countryside.
 - 3. Ensure that communication towers are placed so as to maintain and preserve the historic character of the compact village and scenic views of rural countryside.
- B. Maintain and protect community connections and walkability including:
 - 1. Safe pedestrian walkways and crossings for all ages.
 - 2. Infill with parks and mixed use structures that connect neighborhoods to downtown and essential services.
 - 3. Dark-sky lighting that uses motion sensors to minimize light intrusion.
- C. Maintain the town's parks and outdoor recreation areas for four-season use.
 - 1. Lamoille Valley Rail Trail
 - 2. Three Rivers Recreation Trail
 - 3. Fred Mold Park and ADA accessible fishing pier
 - 4. Neighborhood parks
 - a. Arnold Park
 - b. Four Seasons
 - c. Pat and Chet Buck Memorial Park
 - d. Pearl Street Park
 - e. Peter and Polly Park (East St. Johnsbury)
 - f. Ramsay Park (Arlington)
 - g. South Park
 - h. Federal Street Park
 - i. Town Forest hiking trails
 - j. Arlington Woods hiking trails
 - k. Kingdom Trails South (Danville to St. Johnsbury)

1.2 Public Services, Utilities, and Infrastructure Policy: Sustain a safe environment throughout St. Johnsbury.

- A. Maintain the staffing and equipment needs of the town Police and Fire Departments
- B. Maintain the staffing and equipment needs of the Town Public Works Department required for maintaining our current roads and sidewalk infrastructure.
- C. Provide continued support for fire safety and public safety community education programs: conduct annual test of Emergency Operations Plan that integrates the requirements of all municipal services; continue restorative work encouraging community voice in public safety matters.
- D. Repair or replace town streets and sidewalks per scheduled maintenance plan.
- E. Upgrade water and sewer infrastructure to ensure service levels are maintained in all neighborhoods.
- F. Maintain a records management policy and off-site storage capability for town and vital records.
- G. Support on-going professional development for town staff.
- H. Maintain the drug prevention program through the Drug Task Force and community work of the Drug Abuse Resistance Team (DART).

1.3 Housing, Neighborhoods, and Recreation Policy: Maintain safe housing and recreational facilities within neighborhoods to meet the diverse needs of St. Johnsbury residents.

- A. Maintain and enhance the single- and multi-family homes and residential units in our residential neighborhoods for income-supported residents, young professionals, established retirees, young families, and second-home owners.
- B. Implement vacant-to-value and other programs that reduce the number of vacant and abandoned buildings in town.
- C. Enforce town housing and fire codes.
 - 1. Establish code compliance education program for property owners
 - 2. Provide incentives for code compliance and property remediation for both commercial and residential property owners
 - 3. Maintain a current inventory of commercial housing units
 - 4. Provide effective property management awareness for landlords.
- D. Provide rights and responsibility awareness for tenants.
- E. Maintain community gardens in neighborhoods.
- F. Maintain recreational programs for all ages in partnership with St. Johnsbury Academy.

1.4 Education Policy: Provide high quality PK-12 educational services which support anticipated population growth and the developmental needs of all students.

- A. Maintain programs within and between community teaching facilities that enhance learning for academically average and gifted as well as special needs students.
- B. Maintain family support programs that enable all students to learn effectively at school.

1.5 Economic Development Policy: Invest in business and industry with access to jobs that increase median income of St. Johnsbury households, support diverse employment opportunities, and contribute to the quality of life and well-being of all residents.

- A. Consolidate an effective measurement for quarterly reporting of each economic goal that includes median income, employment, industry, and age demographics
- B. Continue to target businesses that are sustainable and financially stable.

- C. Target surrounding area attractions to bring 10% of their visitors per year to St. Johnsbury to eat, sleep, and take advantage of our diverse recreational activities (restaurants, bowling, movies, hiking our trails, etc.).
- D. Enable re-use of industrial, commercial, and mixed use buildings for staff housing and incubator complexes that support entrepreneurial initiatives such as artisan studios and other start-up businesses, while they reach profitability.
- E. Continue to support comprehensive and continuous medical care to maximize health outcomes.
- F. Assess feasibility of including a percentage of site development costs as community art and /or recreation for public use.

1.6 Transportation Policy: Maintain safe, efficient, convenient, and environmentally sound transportation alternatives to in-town and intercity jobs, schools, shopping districts, and activities, and enable mass transit alternatives.

- A. Maintain safe municipal parking lots for daily and overnight parking needs
- B. Maintain safe bicycle and pedestrian routes throughout the town.
- C. Support funding opportunities for commuter mass transit to and through regional and state-wide towns and cities.

1.7 Energy Policy: Increase energy self-sufficiency and decrease dependency on external energy providers by stimulating the development of alternative energy sources for the town and its residents while keeping dark-sky standards in mind.

- A. Maintain dark-sky standard by installing motion sensors on LED lights in street and parking lot lighting fixtures
- B. Designate preferred locations for siting renewable energy fields and community energy generators.
- C. Perform energy audits on municipal buildings.
- D. Integrate state energy standards (Act 174) into the municipal ordinances and bylaws.

1.8 Hazard Mitigation and Flood Resiliency Policy: Protect the natural environment and minimize risk to natural habitat, property, and people.

- A. Maintain the Town’s Hazard Mitigation Plan (Approved by FEMA August 8, 2016)
- B. Amend bylaws to include model standards for flood plain, river corridor and wetlands management.
- C. Maintain flood plain manager certification.

1.9 Preservation and Conservation Policy: Protect the buildings, waterways, wetlands, valleys, hillsides, and historic sites that represent our natural resources, history, heritage, and scenic beauty.

- A. Maintain and protect the renovation and upkeep of the town’s historic buildings and sites.
- B. Maintain and protect our natural landscapes and historic buildings, waterways and hillsides, preserving our scenic resources.
- C. Collect and display items relevant to the history of the town and its people.
- D. Maintain our mixed use districts and downtown designation.
- E. Continue to maintain and enhance the quality of the town’s existing settlements and neighborhoods by expanding availability of tax incentives and other benefits available through state neighborhood, village and/or growth center designations for the Summerville neighborhood, the Hastings North neighborhood, the Village of East St. Johnsbury, and the Village of St. Johnsbury Center (see Neighborhood Maps).

1.10 Financial Policy: Sustain service levels across all infrastructure and capital budget actions with established reserves, while stabilizing the real property tax burden of residential and commercial property owners.

- A. Stabilize the current downward trend of property values.
- B. Continue upgrades to wastewater and water treatment facilities.
- C. Continue combined sewer overflow (CSO) elimination program.
 - 1. Combine sidewalk, roadwork, bike and pedestrian upgrades to all CSO projects
 - 2. Combine beautification projects to all CSO projects
- D. Evaluate and develop structural plans for bridge maintenance and replacement.





GOAL 2.0 Position the Town for economic growth: target strong businesses and industry that advance the policies of the town; diversify our workforce; increase our housing stock for young professionals, established retirees, young families, second home owners, and residents requiring supported housing; and increase our tourism market share to 10% of the VT tourism business.

St. Johnsbury is positioned at a crossroads for recreation, business, transportation, and commuting. It is located next to the White and Green mountains and is a place where travelers come to relax and share in our natural, cultural, historic, and recreational assets. In addition, we have Kingdom Trails, Burke Mountain, the Danville Corn Maze, and cross-country trails at our finger tips. These attractions for regional, national, and international visitors can be tapped into to increase our tourism market share. Over the last five years, local restaurants and attractions such as bowling, golfing, theater and films, Dog Mountain, Maple Grove, outdoor recreation, and year-round cultural programs, have increased their revenue through visitor outreach. These are just some of the attractions and activities that make St. Johnsbury the perfect location for people to base their stay in the region.

Positioning the town for economic growth includes increasing the value of our housing stock, developing and expanding our local and regional education to strengthen our workforce, and further strengthening the vitality of our neighborhoods. We continue to seek greater energy efficiency and resiliency throughout the town, and are expanding our infrastructure goals to improved management and storage of town records. These programs are all in process, and are part of the evolution that positions us to be the best that we can be and where people will want to live, work, and play.

2.1 Land Use Policy: Interconnect our open lands and compact villages with established neighborhoods, mixed use districts, recreational areas, and essential services.

- A. Integrate bus stops, bike racks, and ADA access into the development and redesign plans and projects for all public spaces..
- B. Implement public transportation to local and area recreational facilities and natural resources.

- C. Upgrade amenities at all playgrounds, parks, and forests.
- D. Identify and place wayfinding signage to parks and recreation facilities, including access along local waterways.
- E. Work with residents and landowners to provide recreational access to the Passumpsic, Sleepers, and Moose rivers, and engage companies and businesses to sponsor scheduled riverfront clean up.
- F. Identify preferred locations for renewable energy fields.
- G. Bring existing town ordinances and bylaws into compliance with the Clean Water Act.

2.2 Public Services, Utilities, and Infrastructure Policy: Sustain a safe environment throughout St. Johnsbury.

- A. Make St. Johnsbury's attractions and events more accessible for visitors and residents by mapping trails to points of interest throughout town
- B. Evaluate the effectiveness of each public service building and plan for upgrades, reconfiguration, and/or replacement.
- C. Evaluate the effectiveness of all operating procedures and adjust where needed.
- D. Revisit and initiate intersection studies for major crossroads; integrate bike lanes and signage for safe walkability and cycle-ability.
- E. Identify the gap in broadband services in town and assess its impact on projected growth in defined areas.

2.3 Housing, Neighborhoods, and Recreation Policy: Maintain safe housing and recreational facilities within neighborhoods to meet the diverse needs of St. Johnsbury residents.

- A. Leverage the findings of the July, 2017 Housing Study and Assessment to target development, redevelopment, and infill that increases the availability of housing for young professionals, established retirees, young families, second-home owners, and income-supported residents and meets or exceeds all statutory fair housing, energy efficiency, waste management, storm water runoff, and hazardous mitigation requirements for the diverse St. Johnsbury residential needs.
- B. Address the housing and shelter needs for the full continuum of care.
- C. Engage neighborhoods in on-going dialogue about community development.
- D. Evaluate and assess the placement of local parks and community gardens in each residential neighborhood.
- E. Quantify the importance of completing the Lamoille Valley Rail Trail for the benefit of St. Johnsbury; real estate values, visitor spending, etc.
- F. Implement quarterly town-wide communication to keep residents informed of priority community development initiatives and neighborhood activities.
- G. Develop a strategic plan for targeted areas for renewal that includes benefits available through State Designations in our mixed use districts. Specifically, Village Center: St. Johnsbury Center, East St. Johnsbury; Designated Neighborhoods: Summerville, Hastings North; and, Designated Growth Centers: Bay Street and Western Avenue.

2.4 Education Policy: Provide high quality PK-12 educational services which support anticipated population growth and the developmental needs of all students.

- A. Address facility and growth needs of the schools in the region based on the results expected from strategic and transformative initiatives.
- B. Support strong educational programs, enrichment activities and activities beyond the school day for all students PK-12.
- C. Assess regional workforce training programs to determine gaps against the business and industry projections.
- D. Address the need for a multi-generational community center that was identified in the 2015 Community Visit (i.e., with afterschool programs, mentoring, gathering spaces).
- E. Track post-graduate performance and residency.

2.5 Economic Development Policy: Invest in business and industry with access to jobs that increase median income of St. Johnsbury households, support diverse employment opportunities, and contribute to the quality of life and well-being of all residents.

- A. Measure and increase the median income in order to reduce the number of families living below the poverty level.
- B. Monitor the economic performance of each business district.
- C. Assess the feasibility of implementing a public works job program.
- D. Implement a town-wide job market in partnership with job markets in a one-to-two hour and/or 120-mile radius.
- E. Build a 20 year projection for population growth based on targets from transforming economic development initiatives and plans.
- F. Set criteria that identify strong businesses and business opportunities.
- G. Develop the strategy to promote St. Johnsbury assets to targeted businesses which include such aspects as low crime rate, high graduation rate, age-friendly neighborhoods, and pet friendly shopping.
- H. Assess agricultural, agro-tourism, and forest industries as potential business growth segments.
- I. Consolidate the resources of the investment community into one funding pool for targeted and priority business development across all segments (telecommuting, business start-up, retail, industrial, and hospitality).
- J. Establish an integrated communications strategy for business targets (i.e., targeted industry magazine ads).
- K. Develop and implement a vacant-to-value program for unoccupied municipal buildings.
- L. Determine what elements of a Health Impact Assessment should be part of development projects.

2.6 Transportation Policy: Maintain safe, efficient, convenient, and environmentally sound transportation alternatives to in-town and intercity jobs, schools, shopping districts, and activities, and enable mass transit alternatives.

- A. Project growth needs for municipal, park-and-ride, and visitor parking in residential and mixed use districts.
- B. Bring road maintenance plans into compliance with Clean Water Act by identifying all hydrologically connected roads.
- C. Revisit on-street parking policy for residential overnight parking and event parking.
- D. Establish a Walk-Bike Advisory Committee for St. Johnsbury.
- E. Assess and engineer safe bicycle and pedestrian routes throughout town.

- F. Define a phased mass-transit implementation strategy and plan.
- G. Support grants for mass transit commuter transportation to and through regional and state-wide towns and cities (Interstate 93 has direct mass transit connections to job markets all the way to Boston Littleton, Plymouth, Concord, Manchester, Burlington, and Cambridge).
- H. Implement or locate bus stop shelters at mass transit and ride-share parking lots.
- I. Quantify the benefits of commuter rail to and through St. Johnsbury

2.7 Energy Policy: Increase energy self-sufficiency and decrease dependency on external energy providers by stimulating the development of alternative energy sources for the town and its residents while keeping dark-sky standards in mind.

- A. Partner with alternative energy companies, land owners, and utility companies to site alternative sources of energy that reduce utility costs to the neighborhoods.
- B. Develop Energy Plan to meet the state goals and standards of 90 % renewable energy by 2050.
- C. Bring existing town ordinances and bylaws into compliance with recent standards for Acts 248, 174, and 64.
- D. Clarify and document the role and responsibility of town energy coordinators.
- E. Position the town to meet statewide energy goals by leveraging programs for residents such as PACE (Property Assessed Clean Energy).

2.8 Hazard Mitigation and Flood Resiliency Policy: Protect the natural environment and minimize risk to natural habitat, property, and people.

- A. Reduce flood hazards and maintain good water quality by undertaking mitigation measures for existing structures and infrastructure and assuring long-term protection of the floodplain and river corridor from incompatible development and uses.
- B. Include hazard mitigation measures when retrofitting or upgrading town facilities.
- C. Update the flood hazard section of the town zoning bylaws with a model state flood hazard bylaw that also addresses river corridors with modifications based on local needs and input from town residents.
- D. Support all actions identified in the St. Johnsbury local hazard mitigation plan (approved by FEMA August 8, 2016).

2.9 Preservation and Conservation Policy: Protect the buildings, waterways, wetlands, valleys, hillsides, and historic sites that represent our natural resources, history, heritage, and scenic beauty.

- A. Determine how the Federal Certified Local Government Program (CLG) structure can benefit the economic growth policy and strategies of the town.

2.10 Financial Policy: Sustain service levels across all infrastructure and capital budget actions with established reserves, while stabilizing the real property tax burden of residential and commercial property owners.

- A. Assess revenue generators other than property tax to fund municipal programs:
 - 1. Consider local options tax, where the municipality gets 1% meals and lodging tax and the State also gives back on all state buildings; betterment and usage fees; low interest loans that go with the property.
 - 2. Betterment assessments for town infrastructure
 - 3. Usage fees for town infrastructure, including parking
- B. Assess the feasibility of developing a long-term control plan for CSO compliance (Act 86)
- C. Include fee for service policies with user-based fees for police, fire, and public works departments.



GOAL 3.0 Execute plans that will transform our standard of health and well-being while supporting town policies and measuring for success and sustainability.

When we look across our current assets and perform actions that enhance them, we will make visible strides in new directions that benefit everyone directly or indirectly. We will mitigate flood hazards and maintain the quality of our water and help to preserve riversides for appropriate development and use. We will increase economic development; including seeking ways to leverage the rail systems that still come through town. We will expand sewer and water to areas of targeted development. And, most important, we will enable our young and older families and professionals to remain in town by providing opportunities to increase their standard of living and discretionary income as well as housing needs.

3.1 Land Use Policy: Interconnect our open lands and compact villages with established neighborhoods, mixed use districts, recreational areas, and essential services.

- A. Upgrade all land use regulations to reflect Agency of Natural Resources standards for flood plains, river corridors, wetlands, storm water runoff, energy efficiency, and dark sky recommendations (see Illuminating Engineering Society – www.ies.org).
- B. Encourage Act 250-friendly growth, low-impact development, and green storm water infrastructure.
- C. In-fill with residential and PRD and PUD development within the mixed use districts along our Route 2, and 5 corridors.
- D. Locate alternative energy and cell towers only in designated preferred locations.
- E. Examine leasing town-owned land to energy companies.
- F. Assess existing dams within the town to determine viability for leased hydro-electric generation as one component of self-sustainability of the town to meet goals of the State Energy Plan.

3.2 Public Services, Utilities, and Infrastructure Policy: Sustain a safe environment throughout St. Johnsbury.

- A. Promote further development of broadband access where studies have shown it to be a priority for economic growth.
- B. Ensure adequate facilities for Police, Fire, Public Works, and all town departments.
- C. Manage the capital improvement budget to reflect anticipated future equipment costs.
- D. Expand or improve water and sewer systems throughout the Town of St. Johnsbury in targeted growth areas.
- E. Develop a centralized information hub for all community activities.

3.3 Housing, Neighborhoods, and Recreation Policy: Maintain safe housing and recreational facilities within neighborhoods to meet the diverse needs of St. Johnsbury residents.

- A. Target neighborhoods that have approved renewal plans, as the next phase for redevelopment through tax incentives, stabilization and other improvement programs.

3.4 Education Policy: Provide high quality PK-12 educational services which support anticipated population growth and the developmental needs of all students.

- A. Develop budgets and programs for required PK-12 educational services and support needs that resulted from the projections developed within targeted economic development transformative initiatives.
- B. Strengthen the public image of all school programs and use these as a focal point for attracting families and businesses to our communities.

3.5 Economic Development Policy: Invest in business and industry with access to jobs that increase median income of St. Johnsbury households, support diverse employment opportunities, and contribute to the quality of life and well-being of all residents.

- A. Engage visitors in the walkability of St. Johnsbury through implementation of walking trails highlighted by history and heritage informational signage
- B. Advance the opportunity as the trail head for the State wide rail-trail connecting St. Johnsbury to Swanton by developing plans with NVDA and Lamoille Valley Planning Commission to link current off-road lengths of the LVRT with on-road trails as has been accomplished for the Centrally located Cross-Vermont rail trail.
- C. Work with landowners to remediate Brownfields that are within areas targeted for neighborhood renewal and designated growth areas such as the Summerville and Hastings North neighborhoods and Western Ave. and Bay Street growth areas.
- D. Meet projected growth requirements for parking capacity (visitor, resident, and event) with an annual implementation target for new or renewed/expanded/integrated parking areas.
- E. Pursue inter-town partnerships to ensure job growth and work-force retention.
- F. Simplify and standardize land use definitions in zoning bylaws to categorize existing, new, and targeted businesses within renewal areas (i.e., NAICS – see Appendix).

3.6 Transportation Policy: Maintain safe, efficient, convenient, and environmentally sound transportation alternatives to in-town and intercity jobs, schools, shopping districts, and activities, and enable mass transit alternatives.

- A. Pursue economic and retail development and job market growth while maintaining or improving the economic viability of the railroads for passenger/commuter as well as freight use.
 - 1. Participate in regional and state-wide conversations concerning the economic benefits and viability of bringing passenger as well as freight rail through St. Johnsbury and drive the needed modifications to the AOT Rail Plan to ensure St Johnsbury and other points in the NEK are connected with passenger rail and position the region to meet State Energy goals.
 - 2. Pursue and promote growth in jobs and job markets that are available in the within a 120 mile mass transit radius.
- B. Improve the safety, parking surface, lighting, and access to St. Johnsbury's ride-share parking in each district and neighborhood.
 - 1. Establish bus stops, ride share lots, and increased routes with more commuter-friendly schedules to increase ridership in order to meet State Energy goals.

2. Partner with appropriate State and Regional agencies to implement public transportation to/from locations of commuter and visitor access; enable commuters to travel longer distance in shorter time while expending less energy (i.e., Littleton, Boston, Montreal, and increased frequency of routes to Montpelier, Burlington, Concord, NH and Boston, MA).
- C. Increase bicycle and pedestrian safety and effectiveness with motion-sensor lighting and clearly marked routes and signs.
 1. Create opportunities for commuters with bicycles to utilize the most direct and shortest routes between business districts.
 2. Increase bicycle parking spots within the business districts.

3.7 Energy Policy: Increase energy self-sufficiency and decrease dependency on external energy providers by stimulating the development of alternative energy sources for the town and its residents while keeping dark-sky standards in mind.

- A. Work with Efficiency Vermont to measure energy efficiency base lines and improvements to benchmark St. Johnsbury’s contributions in meeting the state energy goals.
- B. Seek financial incentives from installers who want to site their alternative energy fields in St. Johnsbury preferred locations.

3.8 Hazard Mitigation and Flood Resiliency Policy: Protect the natural environment and minimize risk to natural habitat, property, and people.

- A. Establish upstream-downstream regional partnerships to support floodplain and river corridor management.
- B. Establish a Community Resilience Organization (CRO) responsible for developing a public education and outreach program around hazard mitigation and individual preparedness.

3.9 Preservation and Conservation Policy: Protect the buildings, waterways, wetlands, valleys, hillsides, and historic sites that represent our natural resources, history, heritage, and scenic beauty.

- A. Partner with property owners to identify and conserve targeted preservation sites and buildings and to encourage planned public access to build awareness of history and heritage and as part of a travel and tourism growth strategy.

3.10 Financial Policy: Sustain service levels across all infrastructure and capital budget actions with established reserves, while stabilizing the real property tax burden of residential and commercial property owners.

- A. Measure market value trends of properties in St. Johnsbury
- B. Measure trending real property tax and revenue per capita
- C. Measure % property tax versus other use/fee based revenue for supporting town infrastructure maintenance and enhancement work.

Monitoring Short term (1-2 years), Mid-term (3-5 years) and Long-term goals:

All plans for identified initiatives will be developed, measured and monitored by department heads with the oversight of the Town Manager. These will be reported to the Select Board on a quarterly basis as the Operations component of the town’s economic development dashboard.

APPENDIX A: Measures and Statistics

The Town of St. Johnsbury is the shire town of Caledonia County and the most populated in the region with a 2010 census population of 7,603. St. Johnsbury is also home to a number of industries that collectively employed 5,438 workers in 2015. The state-designated downtown and adjacent neighborhoods are dense and include buildings reflecting a range of 19th and early 20th century architectural styles, many of which maintain a high degree of integrity. Outside the downtown area, St. Johnsbury remains rural in character.

It is essential to have data and statistics that quantify the quality of life and economic opportunity within a community. These statistics provide important baselines for communities to use to ascertain what community and economic development strategies have proven to be successful versus those that show little results, and drain important human and financial resources.

The residents of St. Johnsbury continue to commit a vast amount of energy and resources to community and economic development. Through continued, and improved, information gathering, the town will become more focused and efficient with its valuable resources.

Below are some key statistics about St. Johnsbury which highlight our quality of life, demographic make-up, business make-up, and business opportunity.

Vermont's Quality of Life:

Top: Residents' Views of Their State as Best Place to Live

How would you describe the state where you live?

Best or one of the best possible states to live

Montana	77%
Alaska	77%
Utah	70%
Wyoming	69%
Texas	68%
Hawaii	68%
New Hampshire	67%
North Dakota	66%
Colorado	65%
Vermont	61%
Oregon	61%
Minnesota	61%

June-December 2013

GALLUP®

Vermont ranked #2 in the 2013 Quality of Life ranking with low infectious disease rating as well as a low percentage of residents without health insurance. The crime rate and pollution are among the nation's lowest.

According to the Kauffman Index of Entrepreneurial Activity (2015), Vermont was in the top 10 states that saw more startup activity than anywhere else nationwide. In 2012, Vermont's startup rate was 520 per 100,000 adults. For entrepreneurs serious about keeping a work-life balance, "Vermont may be the ideal place to get started."

Vermont continues to be one of the healthiest states in the continental US. It has the highest high school graduation rate in the country, a low percentage of children in poverty, and a low violent

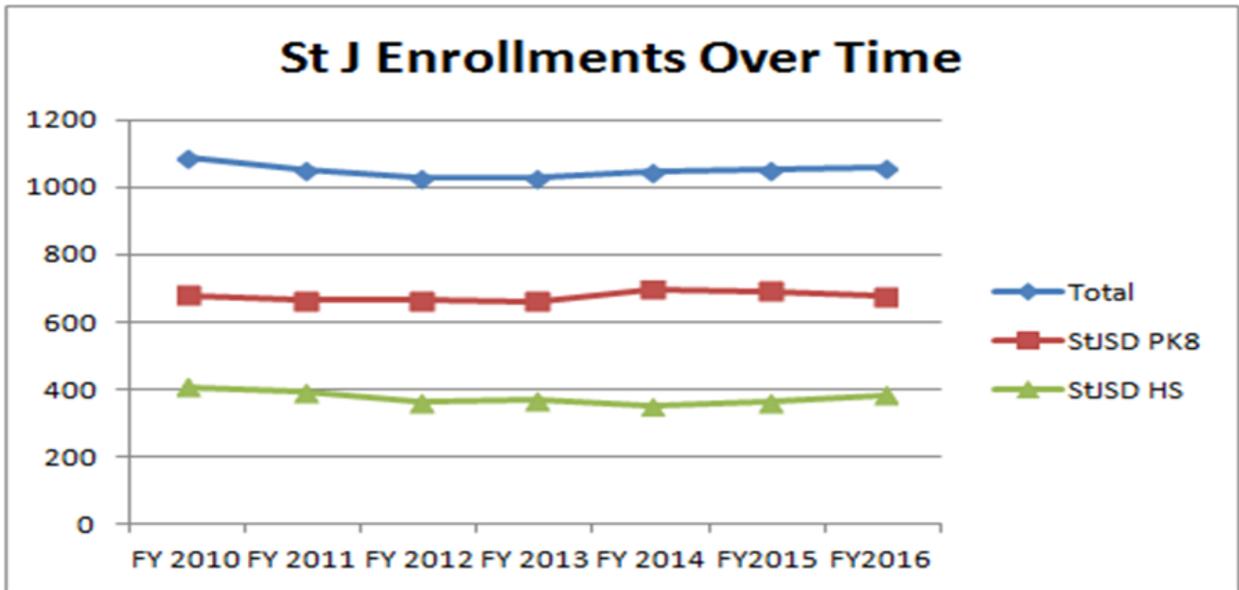
crime rate.

St. Johnsbury is the largest town by population in the Northeast Kingdom of Vermont and serves as an educational, healthcare, cultural, and commercial center for the region. In 2006, the St. Johnsbury was named "Best Small Town" in National Geographic Adventure's "Where to live and play" feature.

Education

St. Johnsbury continues to provide residents with first class education opportunities and ranks very in high school graduation rates.

As reported in the 2015 Annual Town Report of St. Johnsbury, "While declining enrollments are a primary concern statewide, enrollments at the PK-8 school and at the high school level have held steady over the last ten years."



In 2016, approximately 100 students were enrolled at Good Shepherd Catholic School and 30 were home schooled.





ST. JOHNSBURY ACADEMY

1000 Main Street, St. Johnsbury, Vermont 05819 **Telephone:** (802) 748-8171 **Fax:** (802) 748-5463

St. Johnsbury Academy is an independent, coeducational boarding and day secondary school, founded in 1842. A nonprofit institution, the Academy is governed by a self-perpetuating, 21-member Board of Trustees. The student body of more than 960 (Grades 9-12 plus a postgraduate year) is enrolled in college-preparatory and technical education programs.

College Counselors

Sean Murphy smurphy@stjademy.org _____ **802-751-2402**
Allison Reed areed@stjademy.org _____ **802-751-2403**
Melissa Burroughs mburroughs@stjademy.org **802-751-2404** **Jennifer**
Anson janson@stjademy.org _____ **802-751-2405**
Mimi McCaffrey mmccaffrey@stjademy.org _____ **802-751-2406**
Peg Hale Registrar phale@stjademy.org _____ **802-751-2400**

CEEB Code: 460395

Class Rank: We do not provide class rank

Highest GPA in Class: 95.86

GPA not weighted

Class of 2016 Senior Plans: Graduates: 255

89% college | 2% military | 9% employment

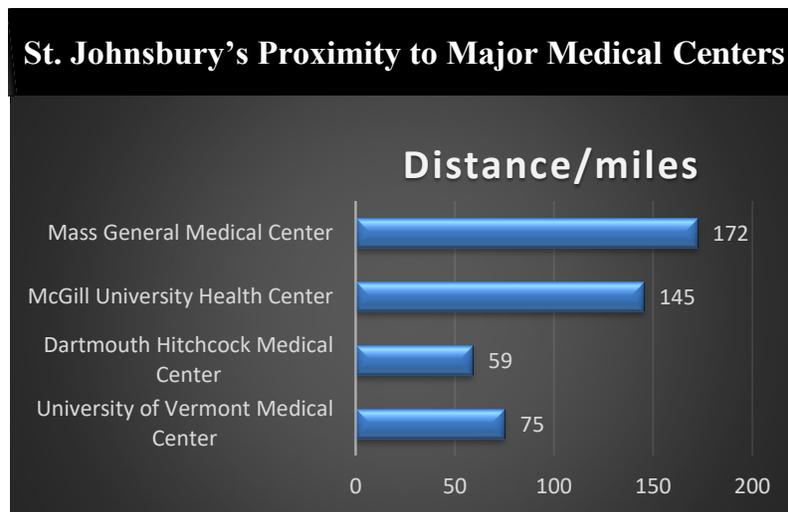
- | | | |
|---|--|---|
| American University | (2) | The New School (2) |
| Baylor University | Lasell College | The University of Arizona (3) |
| Benedictine College (2) | Lehigh University | The University of Georgia |
| Bentley University (2) | Liberty University | The University of Montana, Missoula |
| Berklee College of Music | Loyola University New Orleans | The University of Northwestern Ohio |
| Berry College | Lyndon State College (22) | The University of Tampa |
| Bishop's University (2) | Macalester College | Unites States Naval Academy |
| Boston University (4) | Marymount Manhattan College | Unity College |
| Brandeis University (2) | Massachusetts College of Pharmacy &
Health Sciences | Universidad Iberoamericana |
| Brown University | McGill University | University Laval |
| Bryant University | Merrimack College | University of British Columbia |
| Business School Lausanne | Messiah College | University of California, Irvine |
| California College of the Arts, San
Francisco | Miami University, Oxford | University of California, San Diego (2) |
| Castleton University (6) | Monash University | University of Chicago |
| Chaminade University of Honolulu | Mount Allison University | University of Colorado at Boulder (2) |
| Clark University (2) | Mount Holyoke College | University of Copenhagen |
| Clarkson University | Mount Ida College | University of Illinois at Urbana -
Champaign |
| College for Creative Studies | New England Culinary Institute | University of King's College |
| College of Charleston | New England School of Hair Design | University of Maine (3) |
| College of the Atlantic | New Mexico Highlands University | University of Maine at Farmington (2) |
| Community College of Vermont (4) | New York Institute of Technology | University of Manchester |
| Concordia University - Montreal | New Hampshire Technical Institute (2) | University of Massachusetts, Amherst (2) |
| Curry College | Norwich University (2) | University of Michigan |
| Drew University | Pace University, New York City | University of New England |
| Fashion Institute of Design and
Merchandising, Los Angeles (2) | Parsons School of Design | University of New Hampshire at
Durham (3) |
| Fashion Institute of Technology | Plymouth State University (6) | University of New Haven |
| Flagler College | Pratt Institute | University of Nottingham |
| Florida Gulf Coast University | Purdue University | University of Oregon |
| Florida Keys Community College | Rensselaer Polytechnic Institute | University of Redlands |
| Green Mountain College | Rochester Institute of Technology (2) | University of Tennessee, Knoxville |
| Husson University (2) | Roger Williams | University of Texas, San Antonio |
| Imperial College London | Rutgers University (2) | University of the West of England,
Bristol |
| Instituto Tecnologico Autonomo
De Mexico | Saint Michael's College | University of Vermont (19) |
| Johnson and Wales | Santa Monica College | Wellesley College |
| Johnson State College (2) | Savannah College of Art & Design | Wentworth Institute of Technology |
| Kent State University | School of Visual Arts | West Virginia University |
| Kutztown University of
Pennsylvania | St. Lawrence University (2) | Western New England University |
| Lakes Region Community College | State University of New York - Plattsburgh | White Mountains Community College |
| | Suffolk University (6) | Worcester Polytechnic Institut |
| | Sweet Briar College | |
| | Temple University | |
| | The Culinary Institute of America (3) | |

GRADING SCALE		
4.0 - 95	3.0 - 85	2.0 - 75
3.5 - 90	2.5 - 80	1.5 - 70
Lowest passing grade = 65		

Health Care

St. Johnsbury is also home to the Northern Vermont Regional Hospital (NVRH). NVRH takes pride in being a community, not for profit, acute care, and critical access hospital. NVRH is one of two Vermont hospitals designated as a *baby friendly*™ hospital by the United Nations. NVRH provides primary and preventive care, surgical and specialty services, inpatient and outpatient care and 24 hour physician-staffed emergency services.

Not only is St. Johnsbury fortunate to have NVRH as a member of the community, but is additionally centrally located and in close proximity to many major medical centers (see chart below).



St. Johnsbury hosts a multitude of cultural and recreational experiences that adds to unique and diverse experiences. Among these are Catamount Arts, the Fairbanks museum, the St. Johnsbury Athenaeum, St. Johnsbury History and Heritage center, St. Johnsbury Academy, Dog Mountain, the Lamoille Valley Rail Trail, Kingdom Trails, and Burke Mountain Resort.

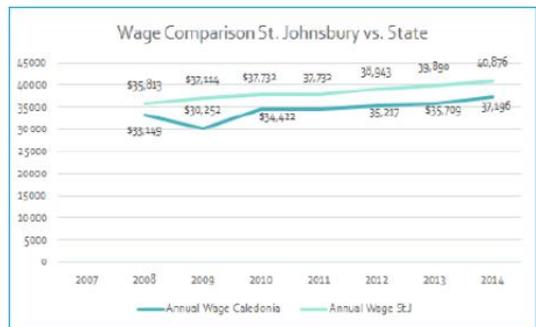
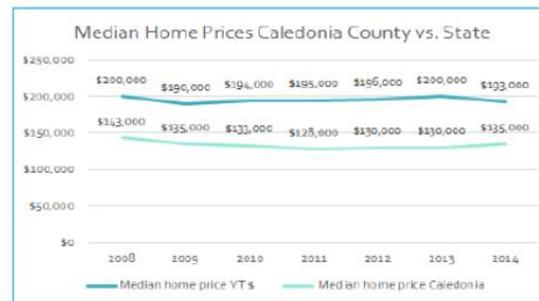
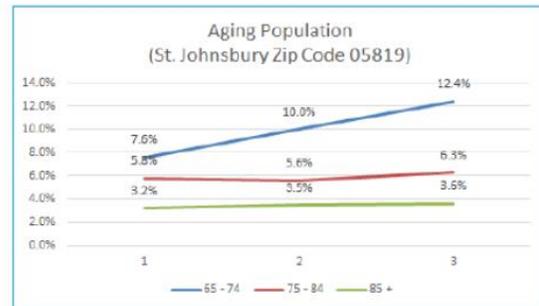
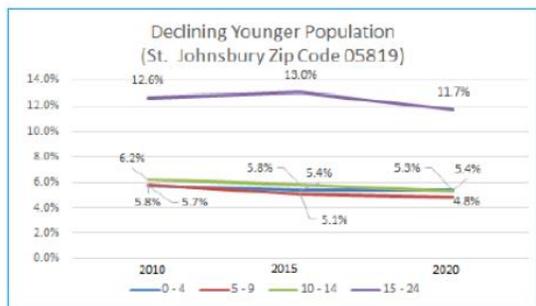
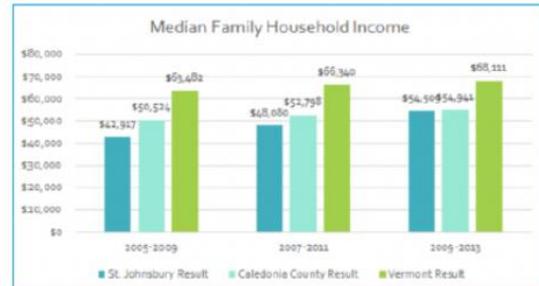
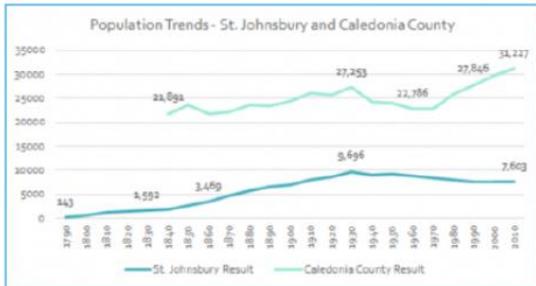
Beyond the defined and organized assets within St. Johnsbury there is adventure! First class hiking, biking, hunting, fishing, camping, bird watching, golf, skiing, snowmobiling, and pristine beauty await those who love the great outdoors!

St. Johnsbury Demographics:



St. Johnsbury Town Plan - Demographic Profile

(Data provided by the United States Census Bureau and ESRI On-line Business Analytics)



St. Johnsbury Business Climate:



St. Johnsbury Town Plan - Business Climate

Foreign Trade Zone #286:

Northeastern Vermont Development Association (NVDA) has been granted Foreign Trade Zone Status by the US Department of Commerce for the Northeast Kingdom of Vermont (NEK).

What does this mean for you and your business?

- Reduced costs of production by reducing and/or eliminating duties, tariffs, and customs fees
- Improved cash flow
- Alignment with the Vermont Brand and a quality of life that only Vermont delivers
- A skilled and dedicated workforce
- Close proximity to major US and Canadian markets and distribution centers (Boston, New York and Montreal)

For more information please go to: www.nvda.net



Rural Economic Area Partnership Zones (REAP Zone)

- The NEK is one of five REAP zones in the U.S., identified because of its rural isolation and lack of local capital.
- Priority consideration is given for REAP Zone applications submitted for funding through USDA Rural Development
- \$68 Million of investments have been made possible by REAP Zone designation.

For more information go to: www.nekcollaborative.org



Vermont Downtown Program

Since 1999 Downtown Designation has provided communities with financial incentives, training and technical assistance supporting local efforts to restore historic buildings, improve housing, design walkable communities and encourage economic development by incentivizing public and private investments.

Municipalities that receive designation collaborate with local non-profit downtown organizations supporting efforts through funding, staff, partnerships and volunteers. The downtown program utilizes the Main Street Approach which is a proven strategy that encourages communities to take steps to enact long term change, while also implementing short term, inexpensive activities that attract people to the downtown and create a sense of enthusiasm and momentum about their community. Once designated, staff provides training and resources to assist the municipality and the downtown organization to help familiarize managers, board members and local officials with the downtown program and how to best develop an action plan for downtown community revitalization.

St. Johnsbury has been a member of the Vermont Downtown Program for _____ years with active committees that include:

- Economic Restructuring Committee
- Design Committee
- Promotions Committee
- Organization Committee

Committees meet monthly and if you are interested in participating please contact director@discoverstjohnsbury.com or call (802) 748-8575 for details.



St. Johnsbury Town Plan - Business Climate (cont.)

Designated Downtown Program

Benefits

Downtown Designation Benefits

The program supports local revitalization efforts across the state by providing technical assistance and state funding to help designated municipalities build strong communities. Once designated, the community will be eligible for the following benefits.

10% Historic Tax Credits

- Available as an add-on to approved Federal Historic Tax Credit projects.
- Eligible costs include interior and exterior improvements, code compliance, plumbing and electrical upgrades.

25% Facade Improvement Tax Credits

- Eligible facade work up to \$25,000.

50% Code Improvement Tax Credits

- Available for up to \$50,000 each for elevators and sprinkler systems and \$12,000 for lifts.
- Eligible code work includes ADA modifications, electrical or plumbing up to \$25,000.

50% Technology Tax Credits

- Available for up to \$30,000 for installation or improvements made to data and network installations, and HVAC (heating, cooling or ventilation systems) reasonably related to data or network improvements.

Downtown Transportation Fund

- Eligible to receive loans, loan guarantees, or grants up to \$100,000 for capital transportation and related capital improvement projects.
- Grants may not exceed 50% of a project's cost.

Traffic Calming and Signage Options

- Authority to post speed limits of less than 25 mph to help calm traffic and make the downtown a more pedestrian-friendly environment.
- May erect and post informational signs to help guide visitors to downtown and to significant historical, educational, recreational or cultural landmarks.

Priority Consideration for State Grants and Siting of State Buildings

- Priority consideration for Municipal Planning Grants, Vermont Agency of Transportation Grants and funding from Vermont's Community Development Program.
- Priority site consideration by the State Building and General Services (BGS) when leasing or constructing buildings.

Special Assessment Districts

- May create a special assessment district (also known as special benefits district or business improvement district) to raise funds for both operating costs and capital expenses to support specific projects in the designated Downtown.

Neighborhood Development Area (NDA) Eligibility

- Communities may also designate Neighborhood Development Areas within ¼ mile from the downtown district. Qualified projects are:
 - Exempt from Act 250 regulations and the land gains tax.
 - Eligible for, once designated, reduced Agency of Natural Resources review fees.

Act 250

- No permit fees and special downtown process with reduced criteria.
- Qualified mixed use-housing projects are exempt from review.



St. Johnsbury Town Plan - Business Climate (cont.)

Tax Stabilization

During the spring of 2016 the St. Johnsbury Town Manager's office worked to develop a tax stabilization program that incentivizes investment while protecting the value of the Town's Grand List. This incentive is a win-win opportunity for both businesses accessing this incentive and the Town who benefits from increased property tax revenue with little risk to the existing tax base.

During the spring of 2016 graduated stabilization schedules were presented in a public forum to both the Select Board and residents which highlighted stabilization schedules and how they impact both businesses and the Town's grand list.

A Tax Stabilization Committee was formed and an application process was developed that provided a process for applications to be submitted, reviewed, and recommended to the Select Board (see below).

TOWN OF ST. JOHNSBURY TAX STABILIZATION GUIDELINES

Requests

All requests for tax stabilization shall be made in duplicate with copies addressed to the Tax Stabilization Committee and the Assistant Town Manager, or such other person as the Town Manager may designate. Requests must be made in the form of an application (see below) no less than forty-five (45) days prior to the start of construction. In all cases, requests must be made in writing no later than forty-five (45) days prior to April 1st when the Town property values are required to be set by Vermont State statute.

Negotiation of Agreement

The Town Manager, Assistant Town Manager, or an appointed representative of the Town will meet with the applicant to review the initial application and shall schedule a meeting for the applicant to meet with the Tax Stabilization Committee to review and determine an appropriate stabilization agreement to recommend to the Select Board

Tax Stabilization Philosophy: St. Johnsbury Tax Stabilization Program provides incentives to foster sustainable business development. The specific goals of the program are: 1) to create jobs, 2) increase our tax base 3) increase economic activity in our community, and 4) address vacant and blighted property.

Purpose: The intent of these guidelines are to establish criteria to be used by the Town of St. Johnsbury, Administrative staff, Tax Stabilization Committee, and Board of Selectmen when evaluating applications for tax stabilization.

Eligibility Criteria:

A. Whereas, at its 1964 Town Meeting, Town passed a duly warned resolution authorizing its Select Board under certain conditions to enter into contracts with new and existing owners, lessees or operators of industrial and commercial real and personal property for the purpose, among others, of fixing and maintaining the valuation of the of the real and personal property of such persons for a period of up to ten years.

The Town of St. Johnsbury shall stabilize taxes in accordance with and pursuant to Title 24 V.S.A., Section 2741.

B. Stabilization shall be considered for:

1. Construction and/or renovation of new commercial or industrial property.
2. Occupying vacant commercial property.
3. Renovation of blighted or vacant property into industrial/commercial use.
4. New machinery and equipment only if it is considered *Real Property*

(Tax stabilization Guidelines cont.)

C. When considering a tax stabilization request, the Board of Selectmen shall review the following criteria:

1. The number of full time-permanent jobs to be created.
2. The number of part-time permanent jobs to be created.
3. The number of temporary full and part-time jobs to be created.
4. The total investment in buildings, machinery, and equipment by the business.
5. The impact to the overall tax base. Specifically, the increase in the Grand List for the potentially stabilized property.
6. The financial stability and condition of the applicant at the time of application.
7. Whether the project is new or existing property.
8. Whether the project addresses a vacant &/or blighted property.

D. Special Consideration: The Town of St. Johnsbury may offer special consideration to any businesses meeting the following criteria: 1) creating permanent full-time jobs, 2) offer wages and benefits at or above the average for that sector as determined by the latest data available through the Department of Employment and Training, 3) increase the grand list for the Town of St. Johnsbury, 4) make improvements to vacant or blighted properties.

All applicants requesting *Special Consideration* will be required to quantify the economic impact on St. Johnsbury and the surrounding area and describe how these benefits warrant *Special Consideration*.

The Select Board was granted the legal authority in 1964 (Article 20) to fix and maintain the valuation of real and personal property in the grand list for the purpose of “fixing and maintaining the rate of tax applicable to such real and personal property, or for the purpose of fixing the amount of money which shall be paid as an annual tax upon such real and personal property, pursuant to the provisions of Vermont Statutes Annotated, Title 24, Section 2741”.

E. All tax stabilization requests will require applicant to submit *the Owner(s) and/or Guarantor(s) Personal Information Form*. All applicants will be subject to the provisions set forth in the tax stabilization agreement. Annual reporting will be required by the company participating in a tax stabilization agreement to ensure that employment and economic impact thresholds are being met. Employment and economic impact thresholds must be maintained in order to continue with the scheduled tax stabilization.



St. Johnsbury Town Plan -

Business Supply vs. Demand Data by Zip Code: 05819



05819 (Saint Johnsbury) 6
05819 (Saint Johnsbury)
Geography: ZIP Code

Prepared by Esri

Summary Demographics

2015 Population	9,323
2015 Households	3,859
2015 Median Disposable Income	\$30,418
2015 Per Capita Income	\$23,044

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$114,252,330	\$167,537,635	-\$53,285,305	-18.9	128
Total Retail Trade	44-45	\$102,975,821	\$157,991,120	-\$55,015,299	-21.1	102
Total Food & Drink	722	\$11,276,509	\$9,546,515	\$1,729,994	8.3	26
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$24,565,662	\$67,570,367	-\$43,004,705	-46.7	20
Automobile Dealers	4411	\$20,326,559	\$59,835,784	-\$39,509,225	-49.3	10
Other Motor Vehicle Dealers	4412	\$2,499,405	\$4,812,378	-\$2,312,973	-31.6	2
Auto Parts, Accessories & Tire Stores	4413	\$1,739,698	\$2,922,205	-\$1,182,507	-25.4	8
Furniture & Home Furnishings Stores	442	\$4,148,303	\$2,341,963	\$1,806,340	27.8	3
Furniture Stores	4421	\$2,009,395	\$365,960	\$1,643,435	69.2	1
Home Furnishings Stores	4422	\$2,138,908	\$1,976,003	\$162,905	4.0	2
Electronics & Appliance Stores	443	\$4,205,154	\$4,643,602	-\$438,448	-5.0	9
Bldg Materials, Garden Equip. & Supply Stores	444	\$5,113,109	\$6,530,616	-\$1,417,507	-12.2	15
Bldg Material & Supplies Dealers	4441	\$3,880,313	\$6,150,728	-\$2,270,415	-22.6	14
Lawn & Garden Equip & Supply Stores	4442	\$1,232,796	\$379,888	\$852,908	52.9	1
Food & Beverage Stores	445	\$20,929,299	\$42,029,485	-\$21,100,186	-33.5	8
Grocery Stores	4451	\$18,195,485	\$40,552,412	-\$22,356,927	-38.1	6
Specialty Food Stores	4452	\$1,415,882	\$184,647	\$1,231,235	76.9	1
Beer, Wine & Liquor Stores	4453	\$1,317,932	\$1,292,426	\$25,506	1.0	1
Health & Personal Care Stores	446,4461	\$5,711,191	\$6,876,337	-\$1,165,146	-9.3	8
Gasoline Stations	447,4471	\$8,523,961	\$6,763,415	\$1,760,546	11.5	4
Clothing & Clothing Accessories Stores	448	\$7,448,851	\$3,402,429	\$4,046,422	37.3	7
Clothing Stores	4481	\$5,608,014	\$1,817,722	\$3,790,292	51.0	4
Shoe Stores	4482	\$1,187,458	\$1,112,806	\$74,652	3.2	2
Jewelry, Luggage & Leather Goods Stores	4483	\$653,379	\$471,901	\$181,478	16.1	1
Sporting Goods, Hobby, Book & Music Stores	451	\$3,482,294	\$2,562,928	\$919,366	15.2	4
Sporting Goods/Hobby/Musical Instr Stores	4511	\$3,167,016	\$1,952,719	\$1,214,297	23.7	3
Book, Periodical & Music Stores	4512	\$315,278	\$610,209	-\$294,931	-31.9	1
General Merchandise Stores	452	\$10,757,755	\$7,479,740	\$3,278,015	18.0	3
Department Stores Excluding Leased Depts.	4521	\$7,660,624	\$6,890,170	\$770,454	5.3	2
Other General Merchandise Stores	4529	\$3,097,131	\$589,570	\$2,507,561	68.0	1
Miscellaneous Store Retailers	453	\$3,263,432	\$5,523,312	-\$2,259,880	-25.7	19
Florists	4531	\$256,461	\$864,313	-\$607,852	-54.2	4
Office Supplies, Stationery & Gift Stores	4532	\$834,587	\$1,079,025	-\$244,438	-12.8	3
Used Merchandise Stores	4533	\$324,408	\$1,059,946	-\$735,538	-53.1	6
Other Miscellaneous Store Retailers	4539	\$1,847,976	\$2,520,028	-\$672,052	-15.4	6
Nonstore Retailers	454	\$4,826,810	\$2,266,926	\$2,559,884	36.1	2
Electronic Shopping & Mail-Order Houses	4541	\$3,666,344	\$0	\$3,666,344	100.0	0
Vending Machine Operators	4542	\$119,100	\$1,428,225	-\$1,309,125	-84.6	1
Direct Selling Establishments	4543	\$1,041,366	\$838,701	\$202,665	10.8	1
Food Services & Drinking Places	722	\$11,276,509	\$9,546,515	\$1,729,994	8.3	26
Full-Service Restaurants	7221	\$7,272,173	\$5,032,240	\$2,239,933	18.2	13
Limited-Service Eating Places	7222	\$3,510,872	\$4,123,508	-\$612,636	-8.0	10
Special Food Services	7223	\$250,463	\$0	\$250,463	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$243,001	\$390,767	-\$147,766	-23.3	3

Under Retail Supply (Retail Sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (Retail Potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>
Source: Esri and Infogroup. Copyright 2015 Infogroup, Inc. All rights reserved.

St. Johnsbury Retail Business Mix



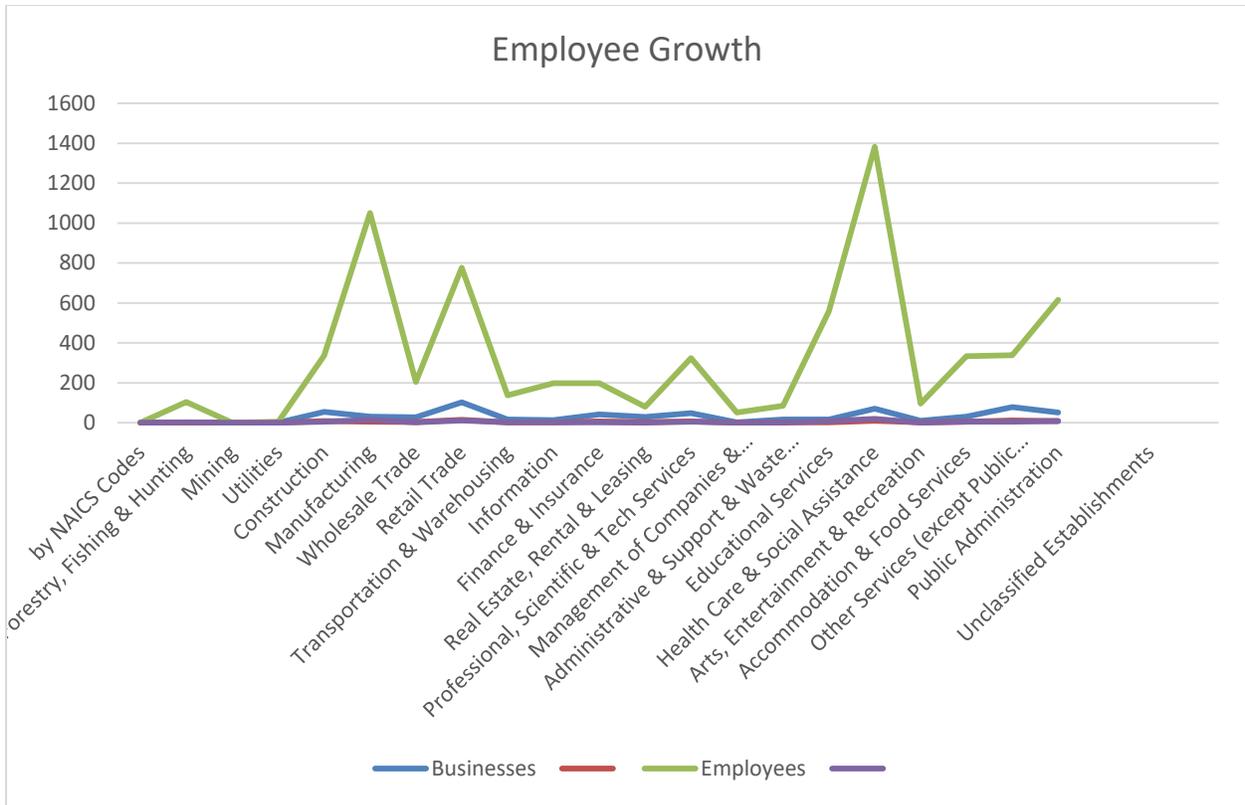
Business Summary



05819 (Saint Johnsbury) 6

Geography: ZIP Code

	Businesses	Employees
by NAICS Codes	Number	Number
Agriculture, Forestry, Fishing & Hunting	3	105
Mining	0	0
Utilities	1	6
Construction	55	337
Manufacturing	31	1,050
Wholesale Trade	28	204
Retail Trade	103	776
Transportation & Warehousing	16	137
Information	14	199
Finance & Insurance	42	199
Real Estate, Rental & Leasing	29	80
Professional, Scientific & Tech Services	48	324
Management of Companies & Enterprises	2	51
Administrative & Support & Waste Management & Remediation Services	17	85
Educational Services	17	559
Health Care & Social Assistance	70	1,382
Arts, Entertainment & Recreation	10	97
Accommodation & Food Services	31	333
Other Services (except Public Administration)	78	338
Public Administration	52	615
Unclassified Establishments	13	18
	660.00	6,895.00

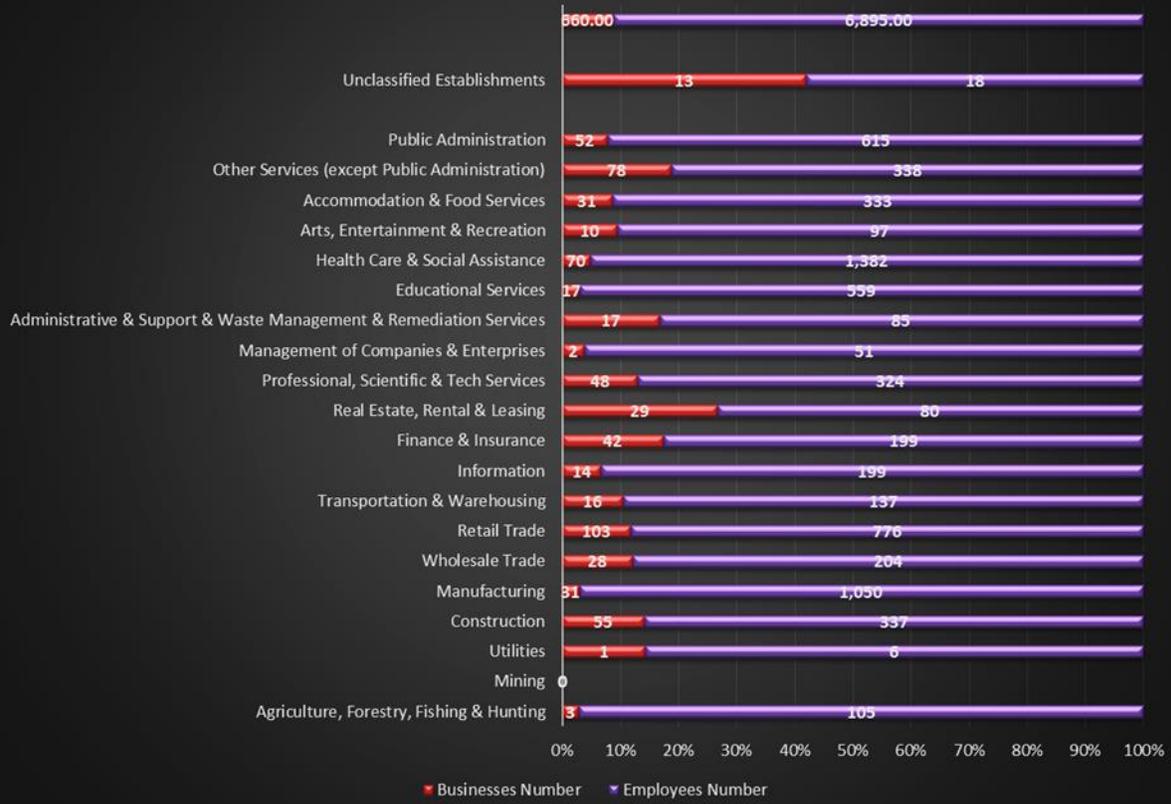


Municipal Parking Inventory

Town Parking Locations (Short-term & Long-term)	# Parking Spots
Municipal Lot- Pearl St.	53
Railroad Street Lot- (behind Taproom)	156
Main Street Lot-(behind Fire Station)	77
Armory (North & South)	18
Pearl St. North (Republican Block side)	36
Pearl St. South (Street permit parking)	10
Total	350

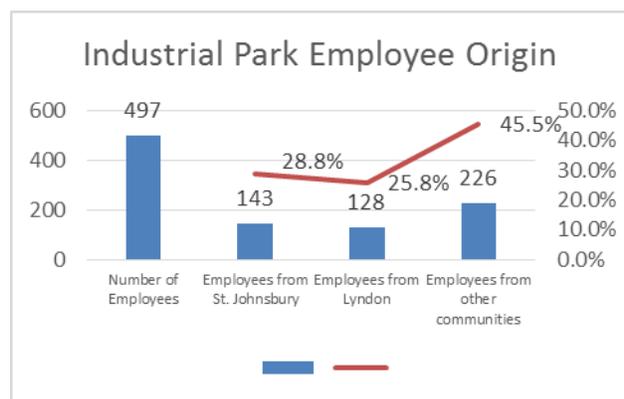
Metered Parking (Short-term)	# Parking Spots
RR- MacDonalds - Horizon's	64
Main St.	55
Eastern Ave.	79
Total	198

St. Johnsbury Business Mix by NAICS CODE Categories



2014-15 St. Johnsbury Industrial Park		2015
Business Name	Description of business	# of Employees
AMERICAN COMMERCIAL EQUIP & SUPPLIES		2
RIVER GARDEN KITCHENS OF VT		1
BLACK RIVER PRODUCE		4
AECOM/URS		0
SIMPLY NEW ENGLAND DISTRIBUTORS		0
STATE OF VT/DEPT OF CORRECTIONS		3
CORNER MEDICAL – HITCHCOCK CLINIC		33
LYNDON WOODWORKING		87
NSA INDUSTRIES, INC		82
TWINSTATE SITEWORK, INC		0
UPS		63
VERMONT AEROSPACE MANUFACTURING, INC		90
LITTLE DIPPERS DOODLE DAYCARE		27
DEAD RIVER CO.		19
AMERIGAS		7
FRED'S PROPANE AND HEATING OIL		18
FASTENAL COMPANY		3
NORTHEAST KINGDOM PROCESSING, LLC		6
VERMONT CUSTOM GAGE		5
RURAL COMMUNITY TRANSPORTATION		40
ST. JOHNSBURY DEVELOPMENT FUND BLDG		0
RADIANTEC COMPANY		7
Total		497

Employees by Town		
St. Johnsbury	143	28.8%
Lyndonville	128	25.8%
Other	226	45.5%
Totals	497	100.0%





St. Johnsbury Town Plan - Housing Profile

St. Johnsbury Housing Fact Sheet	St. Johnsbury		Caledonia County		Vermont	
St. Johnsbury Population	7,603		31,227		625,741	
Total population occupied in housing units	7,157		29,882		600,412	
Total population in owner-occupied housing units	4,296		22,843		444,608	
Total population in renter-occupied housing units	2,861		7,039		155,804	
Owner Occupied Units	1,967		9,166		182,537	
Renter Occupied Units	1,380		3,325		74,467	
Ave. People/Rental Unit	2.07		2.12		2.09	
# of households	3,158		12,553		256,442	
# of Households receiving public assistance	283	9.0%	669	5.3%	11,311	4.4%
# of Families	1,870		8,153		160,360	
Population Below the Poverty Level	1,134	14.9%	4,236	13.6%	70,873	11.3%
# of occupied rental units that lack complete plumbing facilities	14	1.0%	69	2.1%	533	0.7%
# of occupied rental units without complete kitchens	14	1.0%	60	1.8%	1,532	2.1%
Total workforce (16+)	3,665		14,983		316,127	
% of residents (16+) that working outside St. Johnsbury	39.0%		63.5%		65.4%	
Moved into units prior to 2005	74.5%		70.6%		65.6%	
# vacant housing units for rent	155	11.2%	340	10.2%	5,635	7.6%
Renter occupied housing with 1 unit	14.8%		26.7%		27.0%	
Renter occupied housing with 2 units	8.2%		10.0%		16.0%	
Renter occupied housing with 3 or more units	73.5%		53.7%		51.4%	
Common Level of Appraisal (CLA)	1.0612		N/A		N/A	
Median gross rent (all units)	\$626		\$683		\$875	
Median Rental as % of Income	40.6%		34.3%		31.1%	
Median age renter-occupied buildings/yrs.	77		77		55	
Median age owner-occupied buildings/yrs.	63		43		41	
Average price of a primary residence sold (2015)	\$115,087		\$147,646		\$227,217	

Data set acquired from Vermont Housing Data: www.housingdata.org (last updated Sept. 16, 2016)



St. Johnsbury Town Plan - Crime Statistics

St. Johnsbury Police Dept.- Annual Summary of Incidents							
Category	2011	2012	2013	2014	2015	Annual Ave.	Variance to Ave.
Accidents	129	87	145	137	162	132	22.7%
Agency Assist	514	574	433	345	224	418	-46.4%
Alarm Responses	207	180	227	158	150	184	-18.7%
Alcohol Offense	29	17	2	2	3	11	-71.7%
Animal Complaints	28	55	77	125	24	62	-61.2%
Arson / Fire Investigation	1	0	0	0	0	0	-100.0%
Assault	40	51	33	41	60	45	33.3%
Bad Check	30	26	19	12	13	20	-35.0%
Burglary	27	35	31	14	21	26	-18.0%
Child Abuse Inv.	0	0	0	11	3	3	7.1%
Citizen Assist	680	595	573	538	463	570	-18.7%
Citizen Dispute	234	202	215	211	177	208	-14.8%
Construction Security	0	0	0	137	0	27	-100.0%
Contempt of Court	48	92	59	51	44	59	-25.2%
Death Investigations	8	4	4	5	9	6	50.0%
Disorderly Conduct	23	22	3	8	8	13	-37.5%
Domestic/Family Disturbance	30	14	47	0	0	18	-100.0%
Driving Under Suspension - Criminal	27	31	26	48	18	30	-40.0%
Drug Complaints	19	22	18	0	24	17	44.6%
DUI	25	40	21	21	22	26	-14.7%
E-911 Hang Up	20	18	25	22	31	23	33.6%
Embezzlement	2	2	0	0	0	1	-100.0%
Escort	256	271	261	292	247	265	-6.9%
Family Disturbance/Domestic	0	0	0	30	23	11	117.0%
Foot Patrol	440	574	515	405	567	500	13.4%
Forgery	1	1	0	0	0	0	-100.0%
Frauds	14	18	11	12	10	13	-23.1%
Intoxication	0	0	0	25	15	8	87.5%
Juvenile Complaints	55	39	43	34	44	43	2.3%
Larceny	86	0	0	0	0	17	-100.0%
Lockout	281	274	285	274	237	270	-12.3%
Lost/Missing Person	12	11	12	6	12	11	13.2%
Misc. Investigation	308	308	322	0	0	188	-100.0%
Mtn. View Security	0	0	0	137	172	62	178.3%
Motor Vehicle Complaints	75	73	105	83	65	80	-19.0%
Motorist Assist	11	25	0	0	0	7	-100.0%
Noise Disturbance	94	148	100	122	159	125	27.6%
Other	13	13	300	0	0	65	-100.0%
Parking problem	0	0	0	29	34	13	169.8%
Phone Problem	42	42	40	31	27	36	-25.8%
Property Watch	557	586	543	604	605	579	4.5%
Public Speaking	0	0	0	15	55	14	292.9%
Restraining Order	10	19	14	17	14	15	-5.4%
Robbery	1	1	0	0	0	0	-100.0%
Search Warrant	0	0	0	3	0	1	-100.0%
Service of APO	41	59	36	66	63	53	18.9%
Sex Offender Registry Checks	36	30	39	98	130	67	95.2%
Sex Offense	14	17	21	29	32	23	41.6%
Stalking	1	4	6	1	0	2	-100.0%
Suspicious	313	468	462	372	396	402	-1.5%
Theft	2	214	267	225	271	196	38.4%
Threatening	0	30	12	23	26	18	42.9%
Towed	9	6	6	0	0	4	-100.0%
Training	0	0	0	76	83	32	161.0%
Unlawful Trespass	38	31	36	42	93	48	93.8%
Unsecure Premise	19	18	40	68	53	40	33.8%
Unlawful Mischief	0	0	69	0	0	14	-100.0%
Vandalism	117	59	0	0	39	43	-9.3%
VIN	124	138	124	142	180	142	27.1%
Welfare Check	66	91	114	121	110	100	9.6%
Other	0	0	0	396	376	154	143.5%
Total Incidents	5,157	5,635	5,741	5,664	5,594	5,558.2	0.6%
Motor Vehicle Related Incidents	2,707	2,693	2,718	2,574	3,032	2,744.8	10.5%
Motor Vehicle Incidents as % of Total	52.5%	47.8%	47.3%	45.4%	54.2%	49.4%	

Appendix B: Maps

The Town of St. Johnsbury Website contains the interactive maps including roads, land use, wetlands, zoning districts, floodplains, downtown, and historic overlays, as well as town interests with transportation routes:

<http://stjvt.com/index.php/maps.html>

Recreation:

More than half of St. Johnsbury's acreage consists of forest, providing numerous opportunities for hunting, trapping, snowmobiling, hiking, biking, bird-watching, and more. While the majority of the land in town is privately held, many landowners allow access to their land with permission, particularly for hunting and snowmobiling.

The Town has a 73 acre tract of land known as the Town Forest (or Memorial Forest) as well as a 32 acre parcel known as Arlington Woods, both with recreational trail networks open to the public, as well as several other parks available for active and passive recreation. They include Arnold Park, Main Street Park (AKA: Summer St. Common and Four Seasons Neighborhood Park), South Park, Fred Mold Park, Peter and Polly Park, and Portland Street Park (Chet and Pat Buck Memorial Park). Several of these parks contain exquisite floral gardens maintained by the volunteers of the town beautification committee. Much of the maintenance work, such as mowing, is done by the Department of Corrections under the supervision of the Department of Public Works. While cost effective, current management is often loose and maintenance is dependent on the goodwill of the community.

In addition to the town's forests and parks, visitors entering St. Johnsbury are greeted by signs claiming "St. Johnsbury- Where Rivers and People Come Together." Located in the Connecticut River Watershed, St. Johnsbury has three rivers converging in its downtown- the Sleepers, Passumpsic, and Moose rivers. The potential for water-based recreation, particularly on the Passumpsic, has yet to be fully developed, although decent portages currently exist at the river's various dams as well as on the Connecticut River, of which all of the above are tributaries. St. Johnsbury continues to improve its water and sewer infrastructure, which increases the health and attractiveness of the watershed.

With the aid of Green Mountain Power, a fully ADA accessible fishing pier was built at Fred Mold Park. With the completion of the Three Rivers Recreation Trail which connects South Main St. to the Lamoille Valley Rail Trail, there is now a need to connect recreation trail traffic to the downtown area as well as the riverfront corridor.

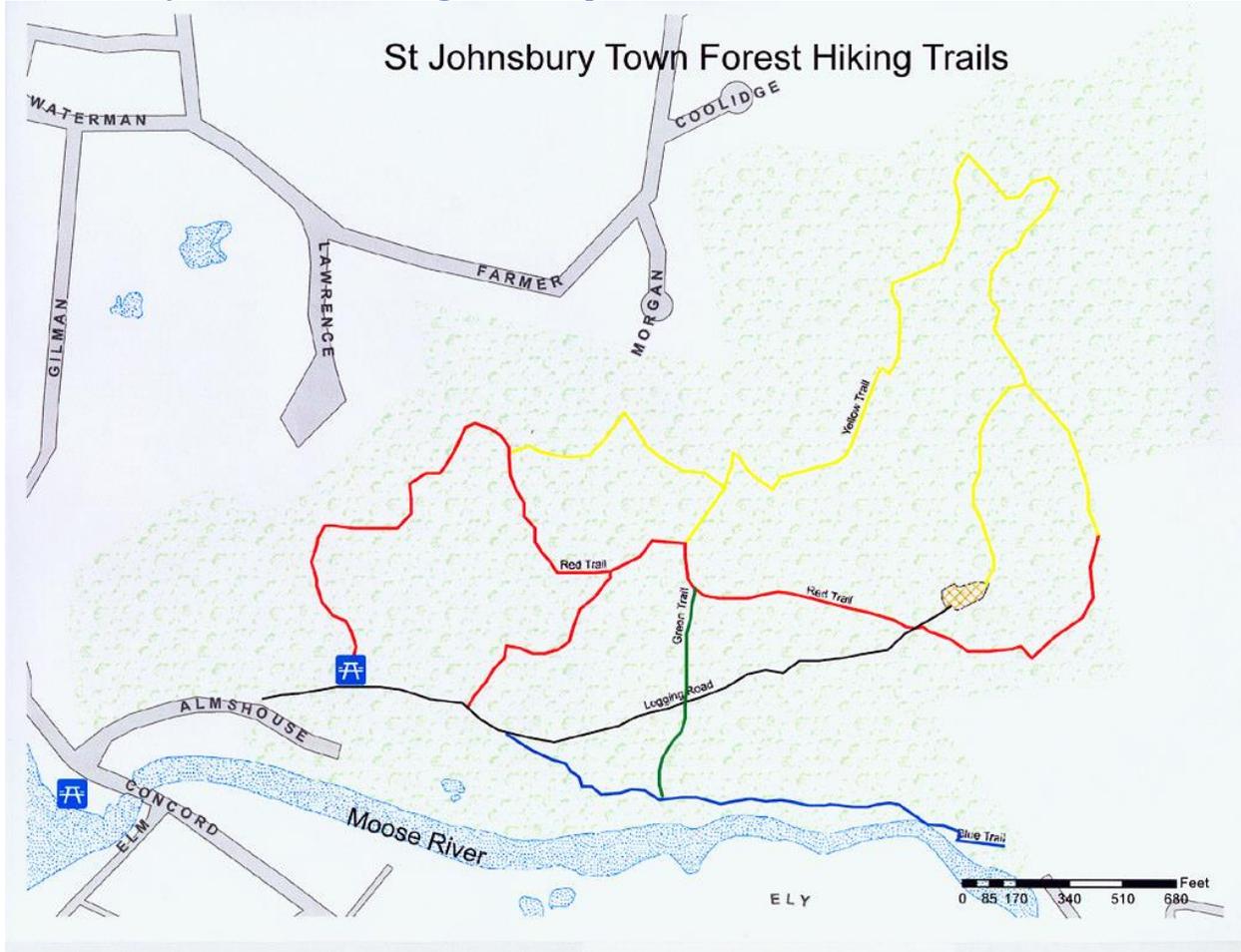
A bicycle pedestrian grant is being used to increase safety at the intersection of Route 5 and South Main Street. Local Motion is also assisting St. Johnsbury in increased safe bike routes throughout town, particularly on Main St. A task force has formed to study suggested plans for re-marking travel lanes, adding bike lanes, and to consider safe pedestrian crossings.

The Municipal Planning Grant of 2016 has allowed St. Johnsbury to begin a conceptual plan for access to the riverfront from the Portland St. Bridge to the town owned Sewer treatment plant. Eight acres of land beyond the sewer plant are also owned by the town and were privately donated for recreation use. The Rotary Club is interested in seeing this access utilized in some way. Lack of access to the land is a barrier to its development and use. Boat access is a possibility.

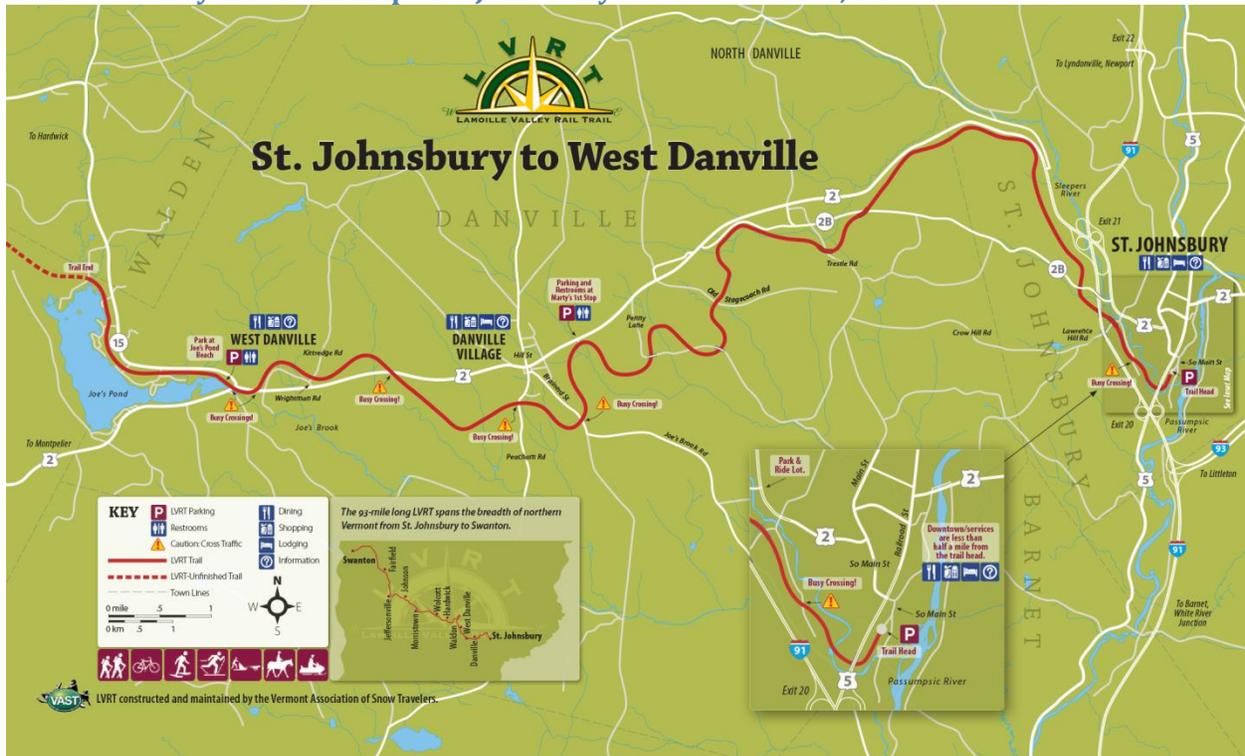
Local Motion safe route on Main Street proposal



St. Johnsbury Town Forest Hiking Trails Map

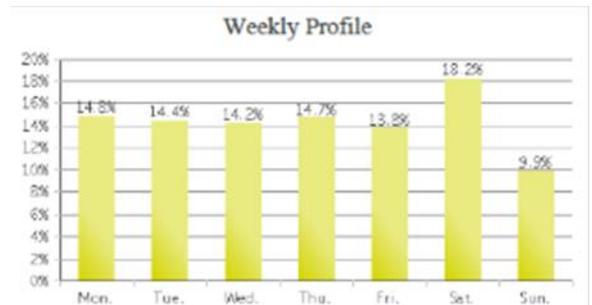
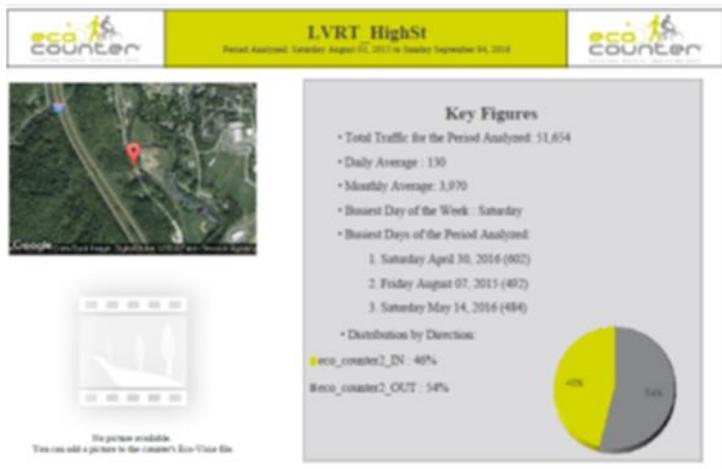


Lamoille Valley Rail Trail Map - St. Johnsbury to West Danville, VT



The LVRT is complete from Morrystown to Cambridge as of 2016. Please see: <http://lvrt.org/interactive-trail-map/> for more updated information.

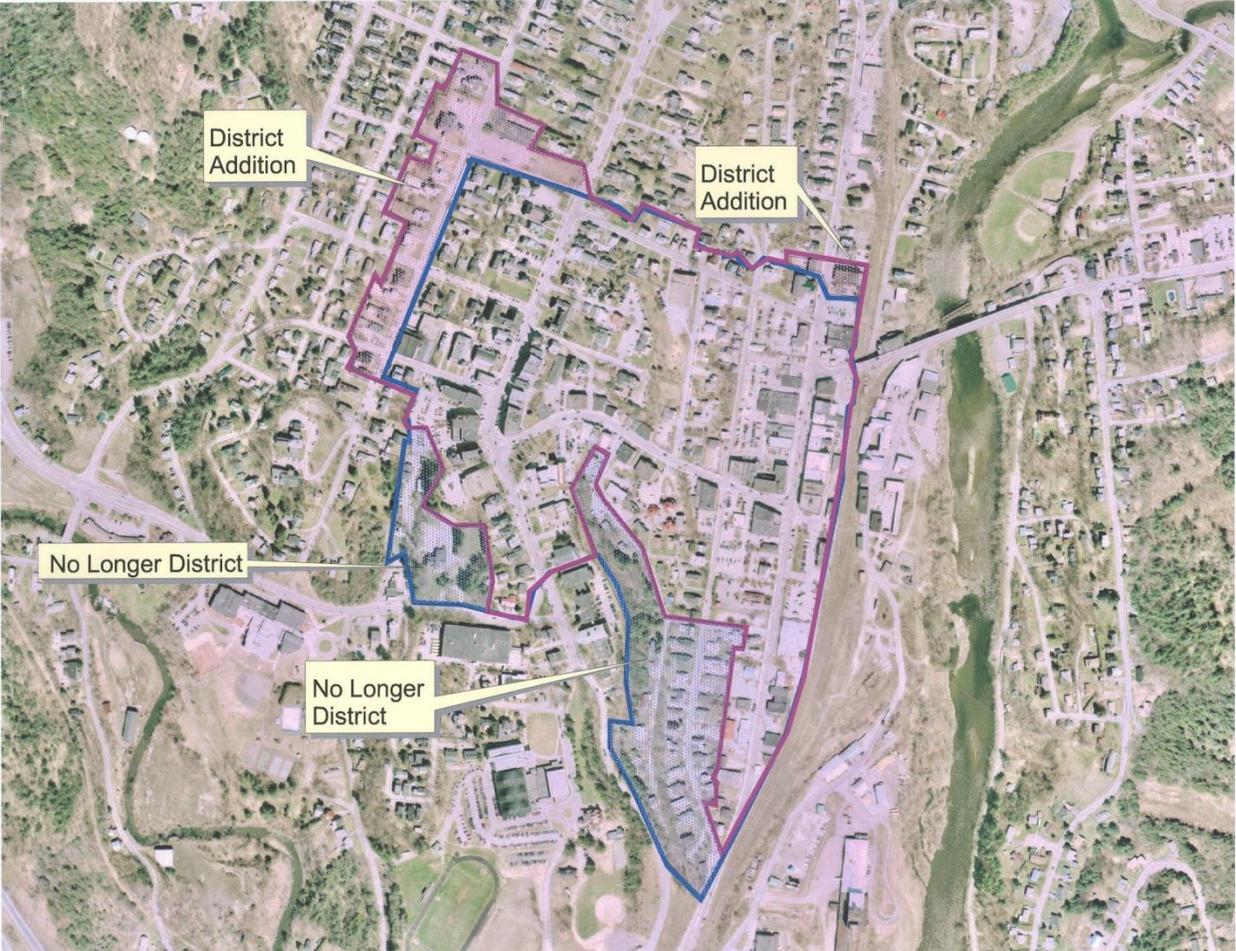
The visitation data below was collected at the High St. intersection and represents data collected over a 13 month period (Aug. 1 2015- Sept. 4th 2016). The data is collected going both ways with virtually the same going outward as inward. From this data we can calculate 25,827 visits to the St. Johnsbury leg of the LVRT (Three Rivers Path). It is also worth noting that the average distribution of visits by day-of-week is very similar indicating a large proportion of usage coming from the local community.



Scenic Byways Map



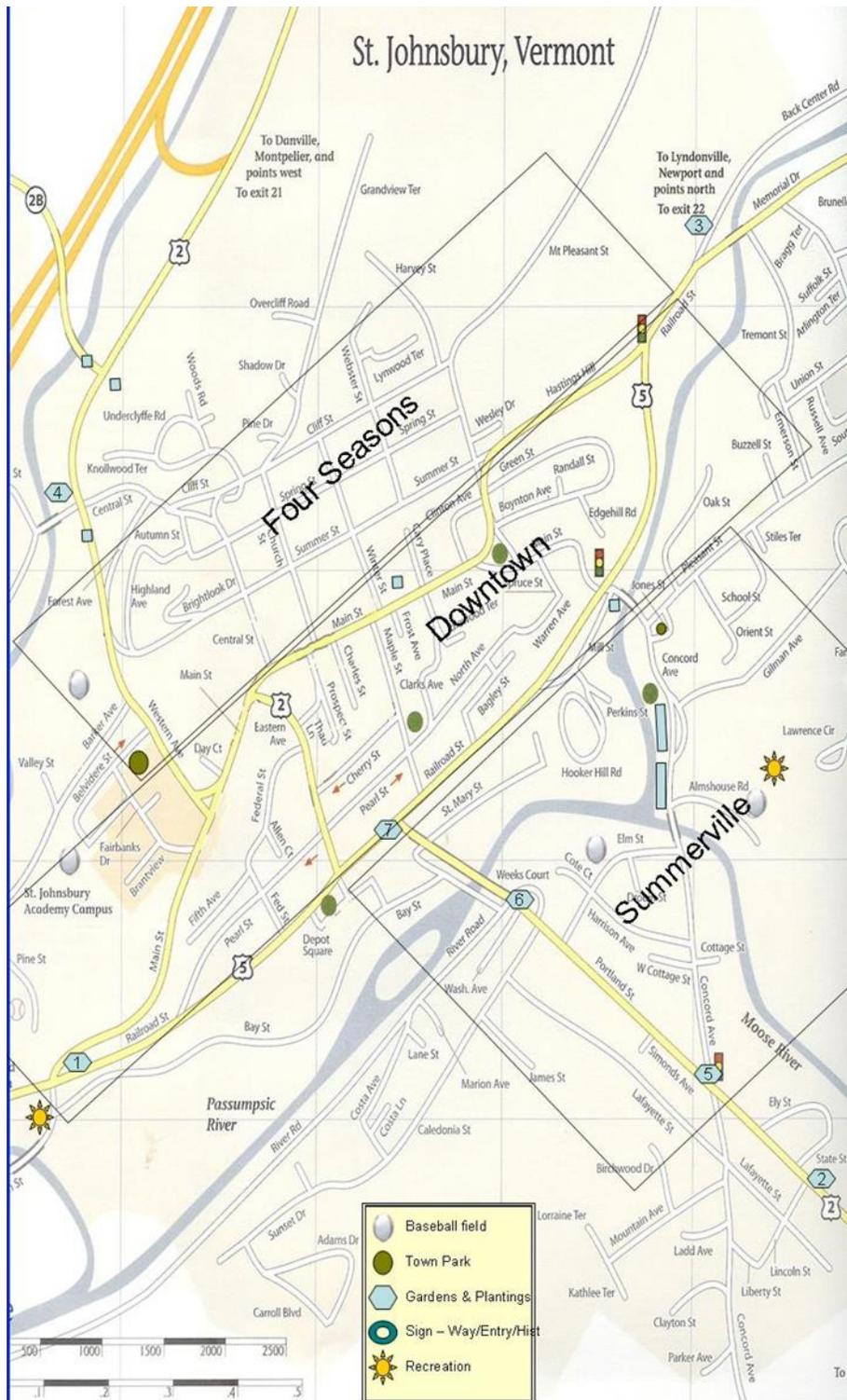
St. Johnsbury's Designated Downtown



Designated Growth Areas and neighborhoods

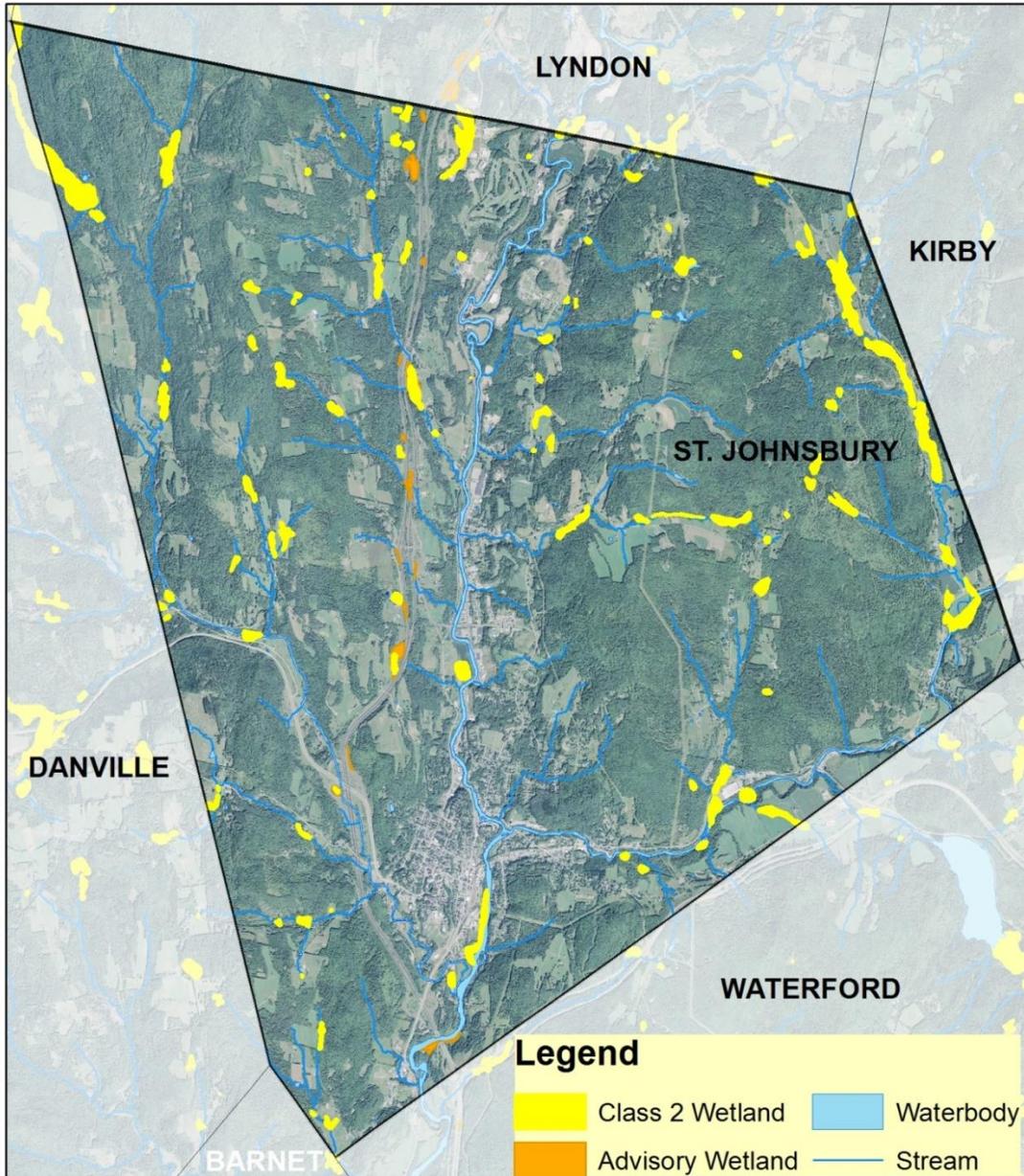


This map also shows the Special Services District (Village of St. Johnsberry) which receives St. Johnsberry Police coverage. The recreation is now based at St. Johnsberry Academy and the Town Offices are at 51 Depot Square (C). The NEK Chamber of Commerce is now at the St. Johnsberry Mall on Route 5 north. NEK Human Services is now on Portland St. heading east on Route 2.

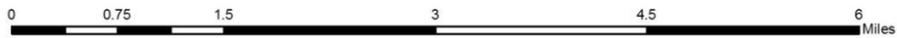


LAND USE MAPS

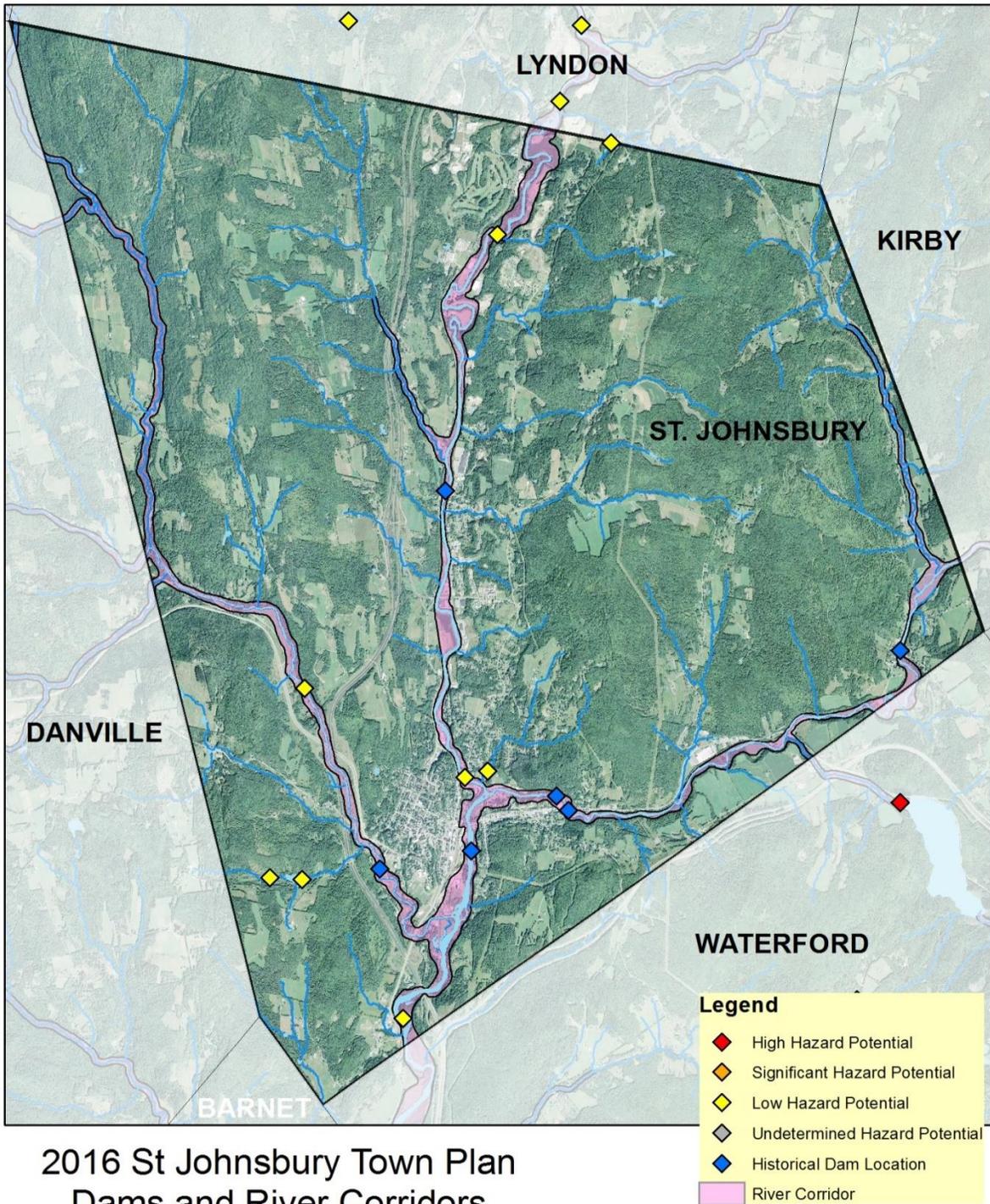
St. Johnsbury Wetlands Map



2016 St Johnsbury Town Plan
Mapped Class 2 and Advisory wetlands



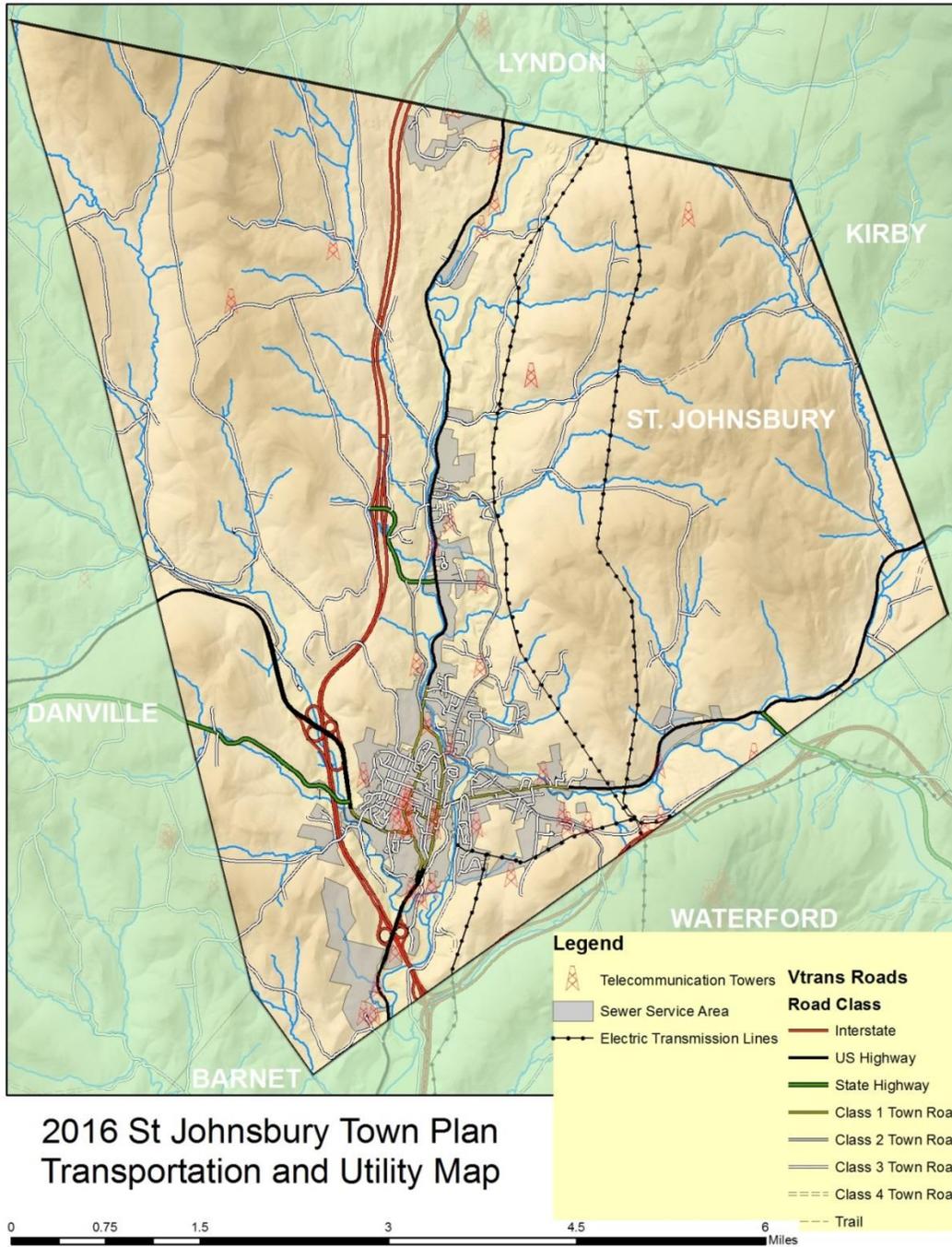
Dams and River Corridors Map



2016 St Johnsbury Town Plan
Dams and River Corridors



Transportation and Utility Map



2016 St Johnsbury Town Plan
Transportation and Utility Map

Appendix C: Background Information

The Community Visit 2015

-Mike Welch, Chair

St. Johnsbury was fortunate to have Paul Costello and Jenna Whitson from the VT Council on Rural Development (VCRD), and a number of skilled professionals conduct a community visit in April 2015. Over 280 people participated in the Community Visit Day. The results of that community visit process have been inspiring. The five (5) top priorities emerging from the process were:

- Developing a Warming Shelter
- Improving Access to the Riverfront
- Improving Communications and Promote a Positive Town Image
- Redevelop and Revitalize Downtown Buildings
- Improve Housing in Downtown St. Johnsbury

Task Forces were formed around each of these topics – utilizing existing committees where possible, reinvigorating committee membership with volunteers who emerged from the Community Visit.

In less than one year, every one of these task forces achieved positive results.

Warming Shelter – Kelly Greaves of the Economic Services Division of the Department of Children and Families served as point to coordinate the efforts of different groups on the effort to implement a warming shelter. The team gained approval and implemented a shelter for use during the 2015-16 winter months. The Northeastern VT Regional Hospital and Northeast Kingdom Human Services played significant roles in supporting space for the warming shelter. The shelter continues to be managed by volunteers and staff, and task force members have reported very few problems in the operation of the shelter which has recently gained approval to continue operation indefinitely.

Riverfront – Adam and Andrea Kane have chaired the Riverfront Task Force. Thanks to assistance from NVDA a Municipal Planning Grant was received that will allow the team to hire a consultant to investigate riverfront access options. Adam was able to secure funding to have a real estate appraisal performed on two waterfront parcels that have not been in productive use. The Select Board has recently supported an application to the VHCB to secure a portion of the funding needed to purchase this parcel. The goal is to develop a riverfront park that runs from Portland St. Bridge to the Town treatment plant, and enable people to enjoy our vast riverfront in the Bay Street Area. A river clean-up was held in the fall of 2015. Local-Motion Organization, a Non-profit organization promoting cycling, blading, and walking will be working with the Town to improve access for pedestrians and bicyclists along the riverfront to

provide alternative connection to the Lamoille Valley Rail Trail as well as at other locations throughout the town.

Housing – Select board member Jamie Murphy has chaired this task force, with Joe Kasprzak, Assistant Town Manager. The Select board approved the hiring of a civil ordinance building code compliance officer. The Committee has initiated an information exchange with owners of apartment units to examine what support is needed for landlords to be more successful while working to continually improve our housing stock to allow for a diverse tenant population that is targeted in our plan to live in our downtown and adjacent neighborhoods. The group has met with representatives from Project Vision (Rutland) who shared methods used in Rutland to address housing and public safety issues. A corresponding movement in St. Johnsbury is the Drug Abuse Resistance Team (DART) which meets monthly to support neighborhood safety.

A priority initiative identified by the housing committee is the need for a comprehensive assessment of the Town's current housing stock, and a strategic plan to improve the quality and choice of housing. St. Johnsbury had 3,158 occupied housing units at the time of the 2010 census, over 40% of which were renter-occupied. The housing assessment is scheduled for completion in July, 2017.

This assessment and resulting set of strategies will include identification of prospective rehabilitation and remodeling options as well as identifying structures not recommended for reuse. Improved walkability, off-street parking needs, and identifying incentives for renovation will also be part of this work.

Communications & Positive Image – Anna Rubin and Jody Fried have developed promotions campaigns published in media throughout Vermont. News articles have recently been published in New York and in Boston as a result of the initiatives of this task force. A new historic downtown brochure has been designed and printed, with USDA funding assistance. The group community visit team has combined with the Chamber of Commerce Promotions Committee and continues to develop plans that promote a positive image for STJ.

A two-page spread in the Boston Herald (September, 2015) (to reach foliage travelers) included coop ads pulled together by the St. J Chamber and an article that highlights some of St. Johnsbury's attractions: http://www.bostonherald.com/entertainment/travel/2015/09/st_johnsbury_charms_with_its_natural_beauty_vibrant_culture

Another piece in Artscope magazine (a glossy publication for gallery-goers throughout New England) links the art scenes in Stowe and St. Johnsbury. Here's a link to the opening – the full article is attached: <http://zine.artscopemagazine.com/2015/09/stowe-st-johnsbury-vermont/>

Downtown Buildings – Seleem Choudhury, Task Force Chair, has worked with a team of volunteers to solicit new businesses. Several meetings have been held with bakers, restaurateurs, and an NEK Ice Cream producer (using a University of Vermont study) about utilizing vacant downtown space. The team is working through details on plans to offer technical and funding assistance, and promotional support. An inventory of available properties is now in place and managed by the town offices. Building owners have been approached about offering flexible lease terms as an incentive for targeted new tenants. Team members toured the former Ide building and the Cormier building in downtown – both of which are vacant or underused. The St. Johnsbury Development Fund has expressed interest in working with the task force to identify and complete a downtown building redevelopment project. St. Johnsbury was selected to participate in the 2016 Fresh Tracks Road Pitch. Members of the task force continue to entertain proposals for start-up businesses that can be used as leads for new business ventures.

The bottom line for St. Johnsbury Community Visit: each of the priority initiatives identified through the Community Visit process has resulted in forward movement to achieving the goals of the town. The focused committees have worked to create innovative business proposals, renew interest in vacant properties, funding alternatives to improve resident access to the river, improve housing assessments and compliance, create a warming shelter and there is an active group of individuals working to promote a positive community image.

The over 200 people who participated in the 2015 Community Visit identified and chronicled other initiatives that were discussed extensively by community members on April 8, 2015. These initiatives, such as a community center and access to mass transit, are not lost, but have been incorporated into the 2016 Town Plan. Of particular note are the desired transportation access by rail and more commuter mass transit. These are included in the transportation policies. Building strong neighborhoods was a discussion with much interest, and these ideas have been incorporated into the housing and neighborhood sections. Youth, creative economy, and community gathering spaces received the next level of interest. These, also, have been included in this plan.

Neighborhoods are the cornerstone of St. Johnsbury. Neighborhood schools provided spaces for community gatherings and celebrations until the consolidation into a single Town School in 2001. Identified neighborhoods or existing settlements, once known as the districts, are identified as: East Village (East St. Johnsbury), St. Johnsbury Center, Arlington, Summerville, Four Seasons Arnold Park (formerly Fairbanks Village), Cole's Corner, Stark, , Spaulding, Goss Hollow, Maple Side Retreat, Mount Pleasant, and Maple Place. In an 1875 map, 17 districts were identified, each with their own school. The town's planning and zoning land use regulations focuses on keeping community identity while allowing for growth. Districts once stripped for commercial use are now mixed use or residential and allow the development of community-centered businesses, provide opportunities for connection between neighborhoods and the designated historic downtown center. The town plan has neighborhood goals that encompass

additional State designations that allow tax incentives for developing a commercial infrastructure that also supports the community and neighborhood communities.

HEALTH, HUMAN SERVICES, AND EDUCATION

Communities where residents feel connected to neighbors, have a sense of belonging, have safe options for walking and being active, and have easy access to healthy foods are communities where people enjoy greater health and well-being. Research shows that strong schools and strong school-community relationships are an indicator of community well-being and a major factor in attracting new families and businesses to a community.

Healthy communities also have a direct correlation to the economy of the region. Health care costs consumed 18% of our gross domestic product nationally in 2012 and are estimated to grow to 30% of GDP by 2040. These costs threaten the economic vitality of our communities by consuming resources that otherwise could be invested in schools, businesses, town safety, and infrastructure. Chronic health conditions such as diabetes, heart disease, cancers, and asthma as well as unhealthy behaviors such as poor diet, sedentary lifestyles, and misuse of tobacco, alcohol, and drugs, can negatively affect school and workforce productivity. The VT Department of Health has issued a study (3-4-50) which identifies three behaviors (lack of physical activity, poor diet, and tobacco use) that lead to four chronic diseases (cancer, heart disease & stroke, type 2 diabetes, and lung disease) that result in 50% of all deaths. Local work by the Caledonia Essex Accountably Health Community, Northeastern Vermont Regional Hospital (NVRH), a Regional Prevention Partnership grant collaboration with NVRH and the VT Dept. of Health, the local Drug Abuse Resistance Team (DART), the Community Health Team with NVRH's Community Connections, the Fit and Healthy Coalition also help to spearhead recreation initiatives like safe bicycle and pedestrian routes – are all geared to increasing community health.

Appendix D: St. Johnsbury Chamber Goals (Discover St. J.)

March – May 2017

Support for priority objectives identified through the **Working Lands Needs**

Assessment – The St. Johnsbury Chamber of Commerce will work with area farms and value-added producers to invest in community-based solutions to barriers that have impeded growth. These might include seeking investments for a commercial kitchen, community storage facility, access to distributors or targeted, cooperative marketing.

June – August 2017

Sector Series/Resource Summit – The St. Johnsbury Chamber of Commerce will review and assess data collected through ongoing economic sector gatherings. This data will contribute to our understanding of the areas where there is potential for growth. We will seek creative solutions, such as business incubators and community-supported business investments to encourage entrepreneurship.

Community Marketing – St. Johnsbury and nearby communities will create sustained and collaborative communications that reinforce each other and generate interest in the assets that are established in this region. For example, Kingdom Trails (Burke) and the Lamoille Valley Rail Trail (trailhead in St. Johnsbury) could partner on a series of bicycle features that showcase these resources to residents of Vermont and out of state.

Committee Priorities

Image/Marketing

This committee is a combination of the Chamber's Marketing committee and the St. Johnsbury Image Task Force that was formed through the 2015 Vermont Council on Rural Development Community Discussion. The goals and priorities of this committee are defined by the VCRD Community Discussion report. The committee's mandate is to create a positive image that will rekindle community pride and improve consumer and investor confidence in our commercial district.

2017 – 2019 priorities

- Annual Report to the Community – What has been accomplished? Consolidate available data – (point of sale info, web analytics, employment info, construction, new businesses, number of visitors, \$ benefits returned to Town and businesses as a result of DT Tax credits & grants) measurements.
- Positive Articles to be written and provided to Caledonian-Record.
- Coordinate Walking Tour with AARP
- Evaluation of Events – Staff/volunteer time involved, cost, return, benefit
- Downtown Map & E-Map– Design, printing, cost

- Remain active in Regional Marketing program w/o Northeast Kingdom Travel & Tourism – Northern Forest Center Grant (USDA 2016)

Economic Restructuring

The goal is to build a commercial district that responds to the needs of today's consumers by retaining and expanding successful businesses to provide a balanced commercial mix; sharpening the competitiveness and merchandising skills of business owners; attracting new businesses that the market can support; and converting unused or underused commercial space into economically productive property

2017 – 2019 priorities

- Working Lands (opportunities for small farmers and locally produced ag)
- Small & Micro-Enterprise Development/Technical Assistance (training, creativity)
- Business Recruitment/Marketing.

Design

Getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials.

2017 – 2019 priorities

- Determine Interest in pocket park development
- Banners on Railroad Street, Main Street, Portland Street
- Public Arts projects
- Façade improvement on downtown buildings

Relationship to Regional Plan

The NVDA Regional Plan guides future growth and development in the Northeast Kingdom through fostering economic development, preserving historic and cultural resources, guiding traditional development patterns, and addressing other quality of life issues. The Planning Commission considered the Regional Plan while drafting the Town Plan and the NVDA has reviewed the Town Plan. The St. Johnsbury Town Plan is consistent with the goals of our region.